



American Customer Satisfaction Index

**Federal Agencies
Government-wide
Customer Satisfaction
Report for the
General Services
Administration**

December 1999



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Key Findings

ACSI Federal Agencies Government-wide Customer Satisfaction

Introduction

Expansion of the American Customer Satisfaction Index (ACSI) to measure satisfaction for 30 customer segments of 29 agencies provides the first cross-agency measure of customer satisfaction with Federal services. The agencies include most of the high impact agencies that deal with 90% of the government's customers.

ACSI was established as an economic indicator of satisfaction with quality in 1994 and is produced by a partnership of the University of Michigan Business School, ASQ/American Society for Quality, and Arthur Andersen.

The history of the initiative for the Federal government has its roots in President Bill Clinton's Executive Order 12862, September 11, 1993, "Setting Customer Service Standards," directing that the standard of quality for government services equal that of business. Vice President Al Gore subsequently directed the General Services Administration to create an accurate mechanism for measuring performance, and the ACSI was selected by an interagency board as the methodology to use. The sponsor for this government measure is the President's Management Council.

Customer Satisfaction (ACSI)

American Customer Satisfaction Index scores for key customer segments of Federal agencies range from 51 to 87 on a 0-100 scale. For 170 private sector companies measured in ACSI that range is 53 to 86. The national ACSI for seven of the 10 Standard Industrial Classification (SIC) sectors that together account for 72% of the Gross Domestic Product (GDP) is 73.0. The Federal government comprises 4.2% of the GDP.

The aggregated ACSI index for private service sectors, which is more comparable to the government sector, is 71.9. The weighted satisfaction score for Federal customer segments is 68.6. This difference in satisfaction between private and public sector services is significant, but not large, considering that customers measured for the Federal government agencies include those subject to tax collection and regulatory activities as well as those who receive benefits from the government.

What this ACSI benchmark study of Federal agencies shows is that--in contrast to the widely held belief that trust in government is low--many specific agencies deliver services at performance levels comparable to the best in business. Parents of children in the Head Start program of the Administration for Families and Children, Department of Health and Human Services give that preschool program an ACSI of 87. Women who receive food benefits from the Women, Infants, and Children (WIC) program of the Food

and Nutrition Service, Department of Agriculture, give WIC an ACSI of 83. Scores from coin collectors for the U.S. Mint, Treasury Department, numismatic and commemorative coins division (86) and from recent recipients of retirement benefits from the Social Security Administration (82) are comparable to the ACSI scores for satisfaction-leading private sector companies such as H.J. Heinz, Hershey Foods, Procter & Gamble, Maytag, Whirlpool, BMW, Mercedes Benz of Daimler Chrysler and Buick of General Motors.

Other Key Findings

- Government employees who have contact with the public receive high marks for courtesy and professionalism. A number of agencies chose to measure these characteristics of customer service by their employees. A customer orientation is gaining a foothold in Federal government.
- Customers find information from information-providing Federal agencies accessible, useful, and of high quality.
- A number of agencies have moved to delivering information and services electronically and chose to measure reactions to these moves. Those who file their tax returns electronically are more satisfied with the IRS than other filers. Users give adequate, but not excellent, ratings to websites--meaning both that users still are learning to use these and that agencies have work to do to make their websites easy to use.
- Services delivered at the local level, such as Head Start and WIC, have high satisfaction (ACSI) scores.
- Aggregated for all customer segments, the quality of services received from federal agencies exceeds customers' expectations for those services.

In the public sector, the feedback mechanisms from the user to the agency about service quality do not benefit from market forces. Agency users/customers usually cannot take their business elsewhere. Thus their reactions are rarely sufficient catalysts for improvement. ACSI provides information agencies can use to balance cost and quality by prioritizing resource allocation to those activities that will have the most impact in improving customer satisfaction.

For this first comprehensive measure of Federal agency services, each agency chose a single, major customer segment central to its mission from among the multiple customer groups it serves. Satisfaction is for the services delivered to this segment, not the entire agency. The breadth of customer segments and agencies, representing major Federal departments, is sufficient to give a reasonable representation of Federal services available to the public. In total, 7,723 customers of 30 customer segments (the Internal Revenue Service has two segments) were interviewed.

Not unexpectedly, as the following table shows, satisfaction is highest among customer segments that receive a direct benefit from an agency and lowest for customer segments subject to regulation by agencies such as the Federal Aviation Administration and the Occupational Safety and Health Administration.

ACSI provides a means for benchmarking Federal agencies against private sector industries and companies. The ACSI uses a survey and modeling methodology that is essentially the same for the public and private sectors. There is a difference in the outcomes for each. For companies, the measured outcome is customer loyalty that ties to profitability. For government agencies, it is the trust of its users/customers. The satisfaction index (ACSI) measurement is identical for companies and for agencies.

FEDERAL AGENCIES (Categorized by service/product delivered to chosen customer segments) ACSI INDICES (0-100 scale)			
ID	AGENCY/DEPARTMENT	CUSTOMER SEGMENT	ACSI
	Federal Government (Aggregated)		68.6
	Services Through Local and State		80
ACF	Administration for Families & Children, HHS	Parents of Head Start students	87
FNS	Food and Nutrition Service, Agriculture	WIC Program recipients	83
HUD	Department of Housing & Urban Development	Community Development Block Grant recipients	69
	Earned Benefits		77
SSA	Social Security Administration	Recent retirement benefits recipients	82
VHA	Veterans Health Administration, VA	Outpatients at VHA clinics	79
OPM	Office of Personnel Management	Federal retirees and annuitants	75
HCFA	Health Care Financing Administration, HHS	Recent Medicare beneficiaries	71
VBA	Veterans Benefits Administration, VA	Veteran compensation/ benefit claimants	61
	Public Information		75
Ed-Pubs	Education Publications, Education	Primary users of education publications	80
NASA	National Aeronautics & Space Administration	Educators participating recently in NASA Center programs	80
GSA	General Services Administration	Users of the Consumer Information Center	77
BOC	Bureau of the Census, Commerce	Data distributors in depository libraries, state and local agencies	70
EPA	Environmental Protection Agency	Reference librarians accessing EPA website	69
	Recreational Land Users		72
NPS	National Park Service, Interior	Recreational visitors	73
Forest	National Forest Service, Agriculture	Recreational visitors	70
BLM	Bureau of Land Management, Interior	Recreational visitors	64
	Applicants and Users		71
Mint	U.S. Mint, Treasury	Buyers of numismatic & commemorative coins	86
FEMA	Federal Emergency Management Agency	Disaster assistance recipients, 1997-8	73
SFA	Student Financial Assistance, Education	Electronic applicants for Title IV aid	63
NSF	National Science Foundation	Grant applicants, 1998	57
PTO	Patent & Trademark Office, Commerce	Recent individual patent & trademark applicants	57
	International Travelers		68
Consular	Consular Affairs, State	Recent passport applicants/renewals	73
INS	Immigration & Naturalization Service, Justice	International travelers	69
Customs	Customs Service, Treasury	International air travelers	66
	Household Consumers		63
FDA	Food & Drug Administration, HHS	Principal grocery shoppers & food preparers	66
FSIS	Food Safety & Inspection Service, Agriculture	Principal grocery shoppers & food preparers	62
	Tax Filers		57
IRS	Internal Revenue Service, Treasury	Electronic tax filers	74
IRS	Internal Revenue Service, Treasury	All tax filers	51
	Regulation Users		55
FAA	Federal Aviation Administration, Transportation	Commercial pilots	58
OSHA	Occupational Safety & Health Administration, Labor	Health & Safety professionals	51
Source: National Quality Research Center, University of Michigan Business School			

Chapter I

Introduction

a. Introduction

In 1999, for the first time, 29 Federal agencies measured customer satisfaction using a comparable method.¹ The method is that of the American Customer Satisfaction Index (ACSI), an economic indicator of quality since 1994. For this first cross-agency measure of customer satisfaction, each agency was limited to a single segment central to its mission, except that the Internal Revenue Service has two.²

The American Customer Satisfaction Index is produced by a partnership of the National Quality Research Center at the University of Michigan Business School, Arthur Andersen, and ASQ, the American Society for Quality. It currently measures satisfaction, and the drivers and outcomes of satisfaction, for 170 private sector companies, two types of local government services, the U.S. Postal Service, and, as of 1999, 30 Federal customer segments.

The ACSI partnership was awarded the contract to measure customer satisfaction for high impact agencies (HIAs)³ by the General Services Administration. The United States Mint in the Treasury Department, although not a designated HIA, joined in the Federal government ACSI under a separate contract.

The customer segments of the agencies for which customer satisfaction is measured are shown in Table 1. *It should be kept in mind that customer satisfaction reported here refers only to the measured segment—not to all users/customers of the agency.* The variety of customer segments and agencies, nevertheless, is substantial enough to be considered a reasonable representation of user satisfaction with Federal government agencies.

¹ 22 are in 12 departments and seven are non-departmental agencies and administrations.

² The Internal Revenue Service has two segments because tax filers for the most recent year have been measured since ACSI began in 1994. IRS chose an additional customer segment for this study. Thus there are 30 customer segments in this study.

³ Designated by the National Partnership for Reinventing Government as HIAs because of their breadth and visibility of interactions with the public.

Table 1

**AGENCIES/DEPARTMENTS AND CUSTOMER SEGMENTS
FOR WHICH CUSTOMER SATISFACTION IS MEASURED BY THE
AMERICAN CUSTOMER SATISFACTION INDEX (ACSI)**

ID	Agency/Department	Customer Segment Definition
ACF	Administration for Children and Families/Health & Human Services	Parents of current Head Start students
BLM	Bureau of Land Management/Interior	Residents of 12 Western states (AK, AZ, CA, CO, ID, MT, NM, NV, OR, UT, WA, WY) who have visited a Bureau of Land Management site in the past year
BOC	Bureau of the Census/Commerce	Data distributors: State and local agencies, libraries that receive, use, and distribute Census Bureau data through a data center or depository library
Consular	Bureau of Consular Affairs/State	Adults who have received a new passport or renewed a passport in the past 2 years
Customs	Customs Service/Treasury	International air travelers within the past year
DAR/ DOD ⁴	Defense Acquisition Reform/Defense	FY1998 Department of Defense contractors
Ed Pub	Education Publications/Education	Primary users of education publications—parents, teachers, business and community organizations—who have ordered publications in the past year
EPA	Environmental Protection Agency	Reference librarians who use the EPA website
FAA	Federal Aviation Administration/Transportation	Commercial pilots
FDA	Food & Drug Administration/Health & Human Services	Principal grocery shopper and food preparer in U.S. households in past 3 months
FEMA	Federal Emergency Management Agency	Household recipients of disaster assistance between January 1, 1997, and December 31, 1998

⁴ Not included in the ACSI. See Chapter 2 k.

ID	Agency/Department	Customer Segment Definition
FNS	Food & Nutrition Service/Agriculture	Recipients of food benefits from Women, Infants, and Children (WIC) program in past 2 years
Forest	Forest Service/Agriculture	Residents of U.S. who have visited national forests and grasslands managed by the Forest Service in the past year
FSIS	Food Safety & Inspection Service/Agriculture	Principal grocery shopper in U.S. households in the past 3 months
GSA	General Services Administration	Individuals who have placed multiple orders with the Consumer Information Center in the past 6 months
HCFA	Health Care Financing Administration/Health & Human Services	Medicare beneficiaries who enrolled in 1998 and have had a Part A (inpatient) encounter in 1998
HUD	Department of Housing & Urban Development	Community Development Block Grant recipients and Entitlement Grantees
INS	Immigration & Naturalization Service/Justice	U.S. residents who entered U.S. from a foreign country, including Mexico & Canada, in the past year at airports or land borders
IRS	Internal Revenue Service/Treasury	Individuals who filed 1998 income tax by electronic filing through practitioner, telefile, or on-line
IRS ⁵	Internal Revenue Service/Treasury	All 1998 tax filers. This segment has been part of the ACSI since its inception in 1994
NASA	National Aeronautics & Space Administration	Educators who participated in an education program at a NASA Center the week of June 21, 1999
NPS	National Park Service/Interior	Residents of U.S. who have visited a unit of the National Park System in the past year
NSF	National Science Foundation	Grant applicants in 1998--both principal investigators and those who were denied grants
OPM	Office of Personnel Management	Federal retirees and survivor annuitants with a transaction in the past year

⁵ Not part of GSA contract for High Impact Agencies (HIAs)

ID	Agency/Department	Customer Segment Definition
OSHA	Occupational Safety & Health Administration/Labor	Professional members of the American society of Safety Engineers and the American Industrial Hygiene Association who have observed an OSHA activity such as inspections, consultations, training, compliance assistance, speeches, in the past year
PTO	Patent & Trademark Office/Commerce	Individual applicants for a patent or trademark who have received, or been denied, a patent or trademark in the past 3-6 months
SFA	Student Financial Assistance/Education	Individuals who have applied electronically for Title IV student aid for the 1999-2000 award period
SSA	Social Security Administration	Individuals who became eligible for Social Security retirement benefits between April 1, 1998 and March 1, 1999
U.S. Mint ⁶	U.S. Mint/Treasury	Buyers of numismatic & commemorative coins in the past year. ACSI has had a direct contract with the U.S. Mint to measure this segment since 1995
VBA	Veterans Benefits Administration/Veterans Administration	Veteran compensation and benefit claimants whose claim decision was received in May 1999
VHA	Veterans Health Administration/Veterans Administration	Veterans with one or more episodes of care as an outpatient in any of VHA's 600 outpatient clinics between May 1-4, 1999

⁶ Not part of GSA contract for High Impact Agencies (HIAs)

b. Overview of ACSI for Government Agencies

ACSI uses an econometric model that ties customers' evaluations of quality to satisfaction, and then explains the effects of satisfaction on customer complaints and on an objective of importance to a company or government agency. For private sector companies, this objective is customer loyalty, measured in terms of customer retention and price tolerance. For most government agencies the objective is some form of customer/user trust, typically measured in terms of confidence in the agency, and either future reliance on agency services or future compliance with agency regulations. In a few cases, where competitive offerings exist, customer loyalty was considered a relevant objective.

The ACSI model is a system of equations designed for predictive power. The model estimates the impact of the drivers of satisfaction and, in turn, the impact of satisfaction on outcome. The model estimates which drivers of satisfaction, if improved, would have the most effect on the desired outcome. In this way, the ACSI model provides a means for agencies to prioritize future improvement efforts.

Although there are many opinion surveys that measure satisfaction, ACSI uses surveys of a company's or an agency's current customers to provide the raw data that go into the model. It is the purpose of the model to weight responses to maximize the explanation of the impact of satisfaction on the outcome.

The model used for Federal government agencies is a modification of the ACSI model that specifies customer loyalty (customer retention and price tolerance) as the outcome for profit-making enterprises. Both versions of the model measure the satisfaction index with identical questions and use the same weighting scheme. Thus both versions provide comparability of the satisfaction index (ACSI).

The government model is shown schematically in Figure 1. There are two major drivers of satisfaction in the model: Customer expectations and perceived quality. Expectations are formed by both prior experiences and the knowledge with which a customer enters any interaction with the agency. Expectations are what the customer anticipates. Perceived quality is an evaluation based on actual experiences with the services and activities of the agency.

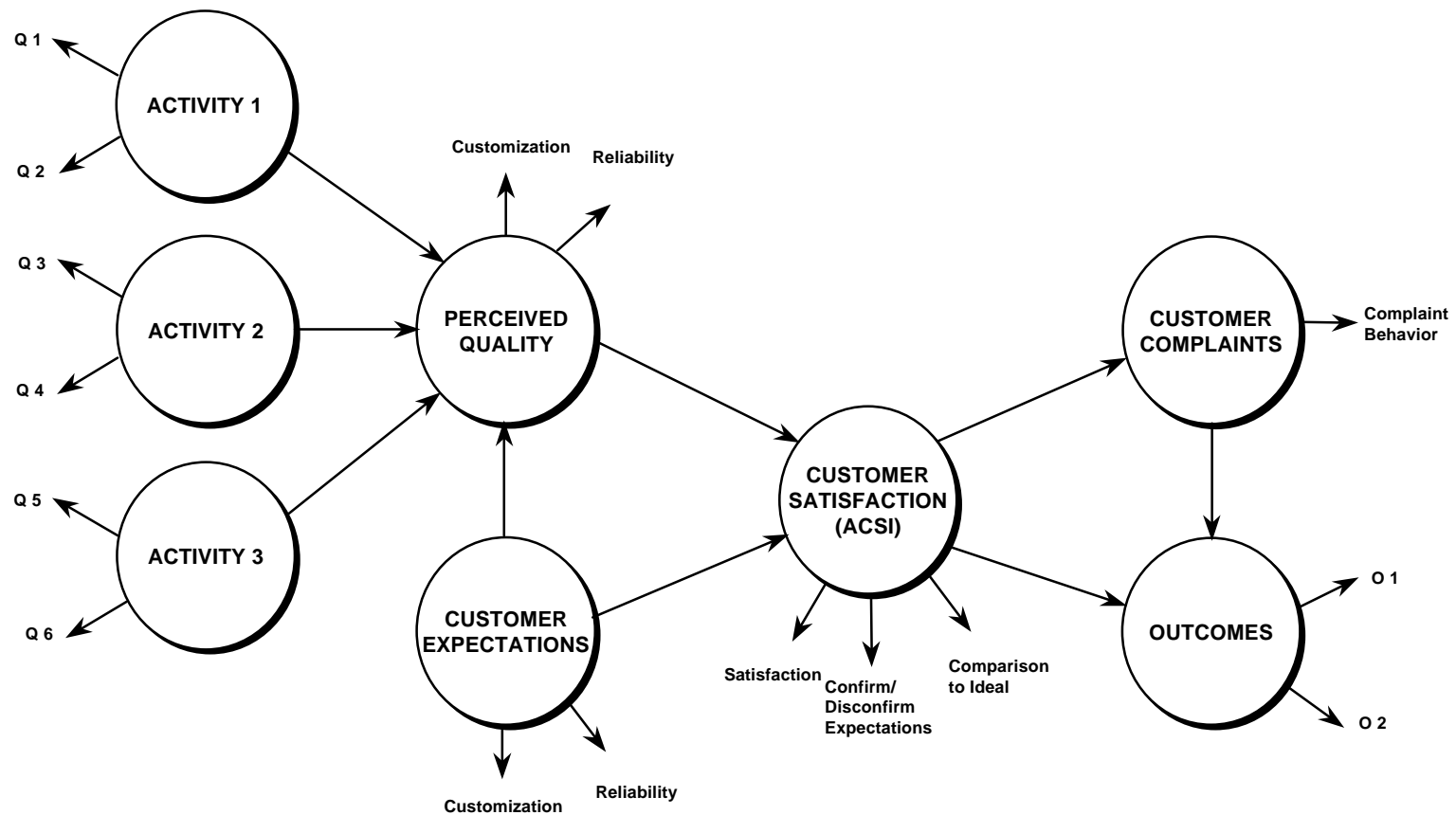
Each agency participating in the project specified a major objective of the agency for the chosen customer segment as the outcome on the lower right of Figure 1. Each agency identified activities of the agency that may be drivers of satisfaction (Activities 1-3 on the left of Figure 1). Typical activities include processes for obtaining benefits and information, accessibility and usefulness of information, and customer service from agency personnel, although there is considerable variation among agency models. Finally, each agency identified attributes of each activity to be measured by survey questions (Q1-6 on the left of Figure 1).

ACSI methodology used in this project is described in more detail in Appendix A: Methodology.

Customer satisfaction (ACSI) is reported for each of the 30 agency customer segments as an index on a 0 to 100 scale. The confidence interval (95% level) for the 30 segments in total is +/- 0.5 points on a 0 to 100 scale, and for individual agencies is +/- 2.4 points on the average.

In addition to individual agency customer segment scores, average ACSIs are reported for nine groups, classified as providing similar services or products to nine similar types of customers. The ACSI for each group is a weighted average of the individual agency scores based on the budget allocated to the measured customer segment. The ACSI for Federal agencies is the weighted average of all agency scores.

Figure 1
The ACSI Model for
Government Agencies



Source: National Quality Research Center, University of Michigan Business School

Chapter II

Customer Satisfaction Among Federal Agency Customer Segments

a. Customer Satisfaction Among Federal Agency Customer Segments

The American Customer Satisfaction Index (ACSI) for Federal agencies in 1999 is 68.6 on a 0-100 scale.⁷

While the Federal agency government-wide ACSI is 68.6, based on the measured customer segments, there is a broad range of scores, just as there is in the private sector (see Chapter III: Benchmarking Scores for Private Sector Companies). Federal agency ACSIs range from 51 to 87. This range is similar to that for private companies. Thus many agencies are doing a good job in satisfying their customers.

The Federal score of 68.6 compares with a national index of 71.9 for private sector services, a more relevant comparison than with the national ACSI that includes manufacturing as well as services. ACSI for manufactured goods (durables and nondurables) is 78.5. Quality is more easily controlled for products than for services—whether provided by the private sector or the public sector. Assisted by manufacturing, the 1999 national ACSI combining manufacturing, service, and government sectors is 73.0⁸ (Figure 2).

There is a great difference in ACSIs between Federal agencies that provide benefits or services to customers and those with tax collecting or regulatory missions (Figure 3). For regulatory agencies, activities may benefit the public at large but may not always be perceived as benefiting the individuals, businesses, or other entities subject to regulation. Thus, Federal agencies as a combined group cannot be expected to have a customer satisfaction similar to that of private sector companies.

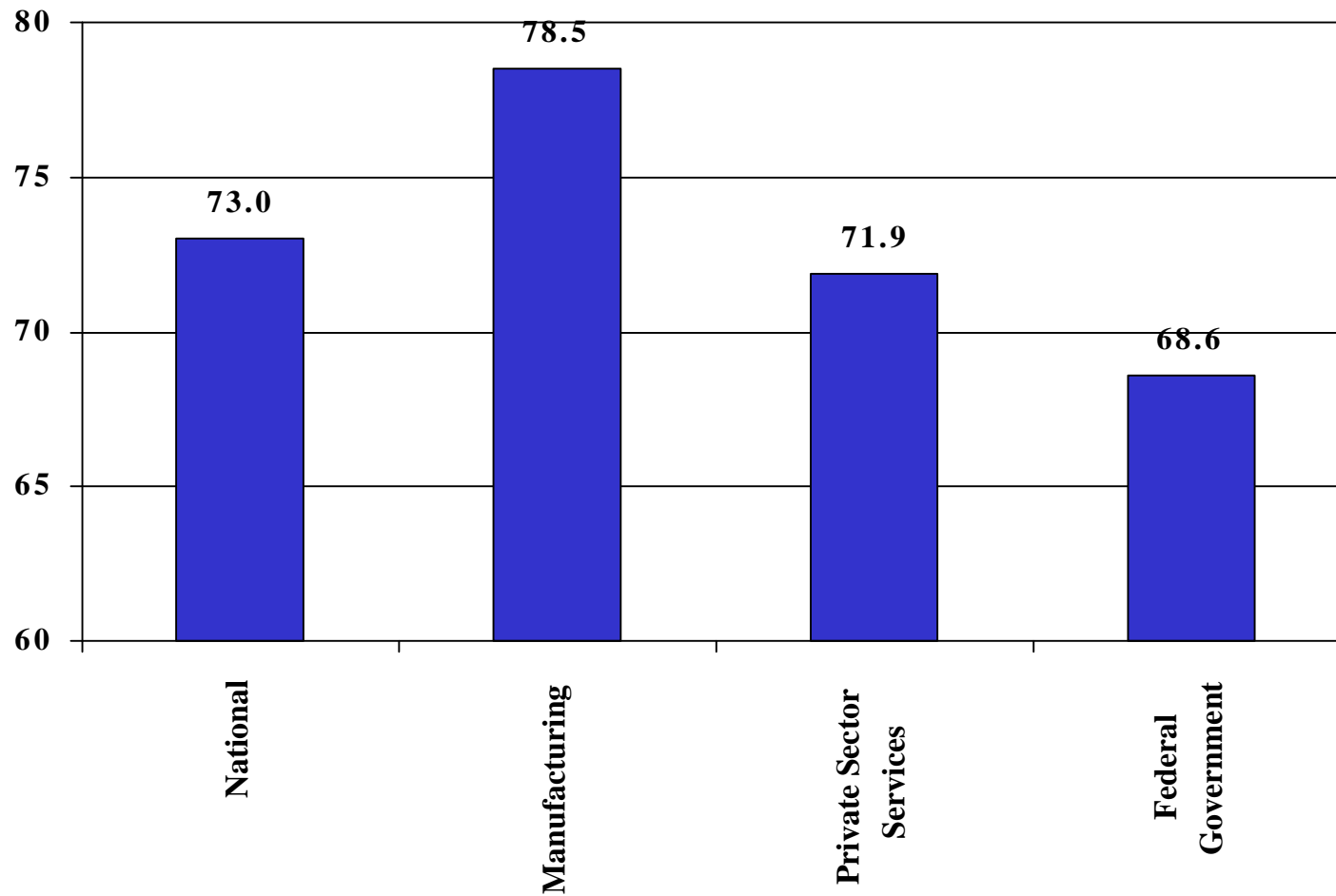
Considering these differences, the Federal agency ACSI of 68.6 appears reasonable, and now becomes the baseline for improvements in customer service as called for by the 1993 Government Performance and Results Act (GPRA). The high satisfaction levels attained among customer segments of some agencies contrasts to the widely held view, measured by national surveys, that Americans have low trust in government. What this study shows is that while there may be low trust in the “Federal government” as a generality combining the Executive, Legislative, and Judicial branches, many agencies are delivering high quality services. Some agencies perform well in certain activities, but need to make improvements in others that the ACSI helps them identify and prioritize. Other agencies—because of their roles and missions—will not be able to please all whom they serve, but can improve with efficient, courteous, timely, customer-oriented service.

⁷ The confidence interval for the Federal government ACSI +/- 0.5 on a 0-100 scale at the 95% confidence level.

⁸ The confidence interval for the national ACSI is plus or minus 0.2 on a 0-100 scale at the 95% confidence level.

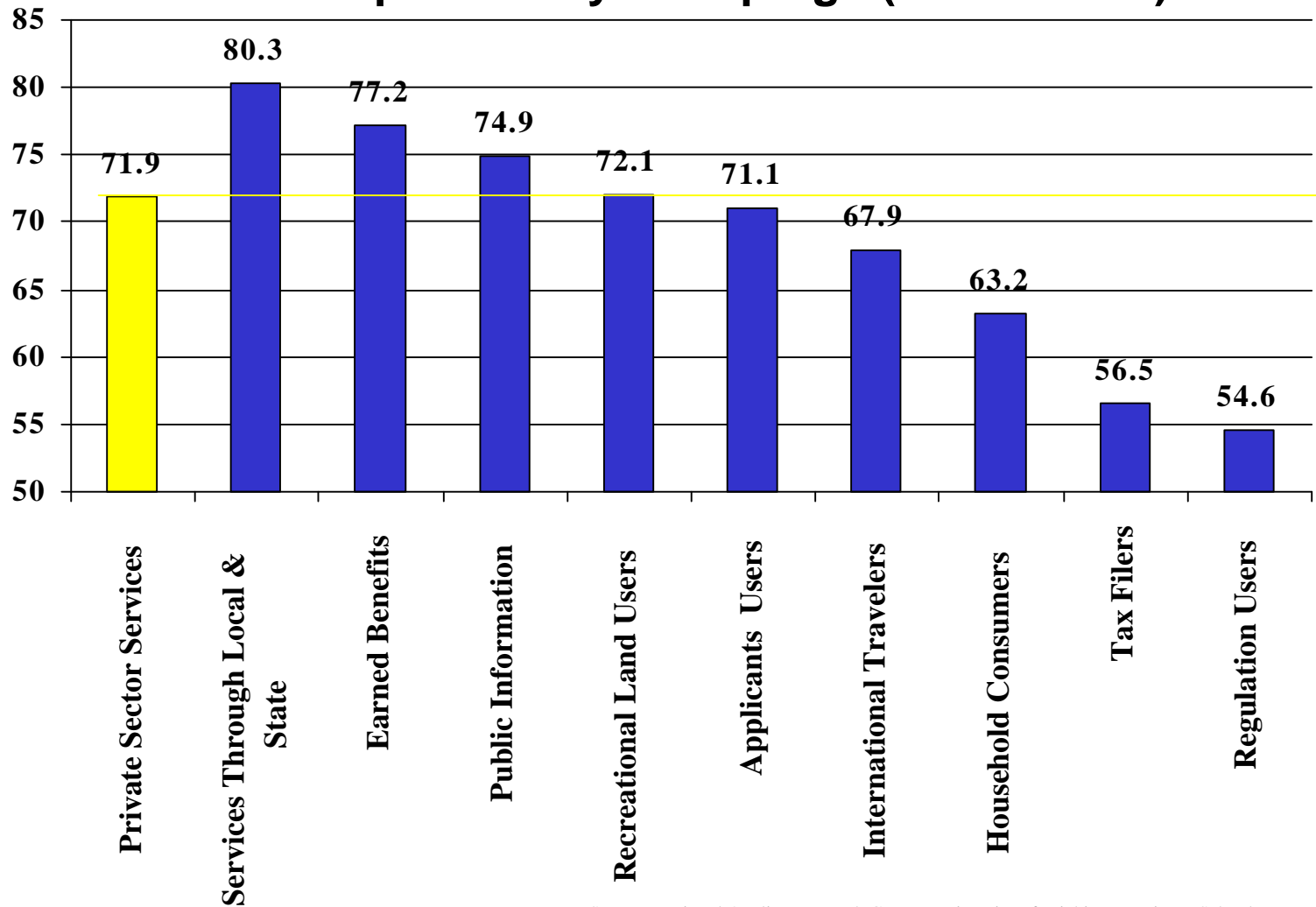
The rest of this chapter examines the customer satisfaction delivered by specific agencies and groups of agencies.

Figure 2
ACSI Comparison (0-100 Scale)



Source: National Quality Research Center, University of Michigan Business School

Figure 3
ACSI Comparison by Groupings (0-100 Scale)



Source: National Quality Research Center, University of Michigan Business School

b. ACSIs for Customers Who Receive Federally-funded Services Delivered by Local and State Governments

The highest group average ACSI, 80 on the 0-100 scale, goes to three agencies that provide programs for which Federal funds are delivered through local and state agencies (Figure 4).

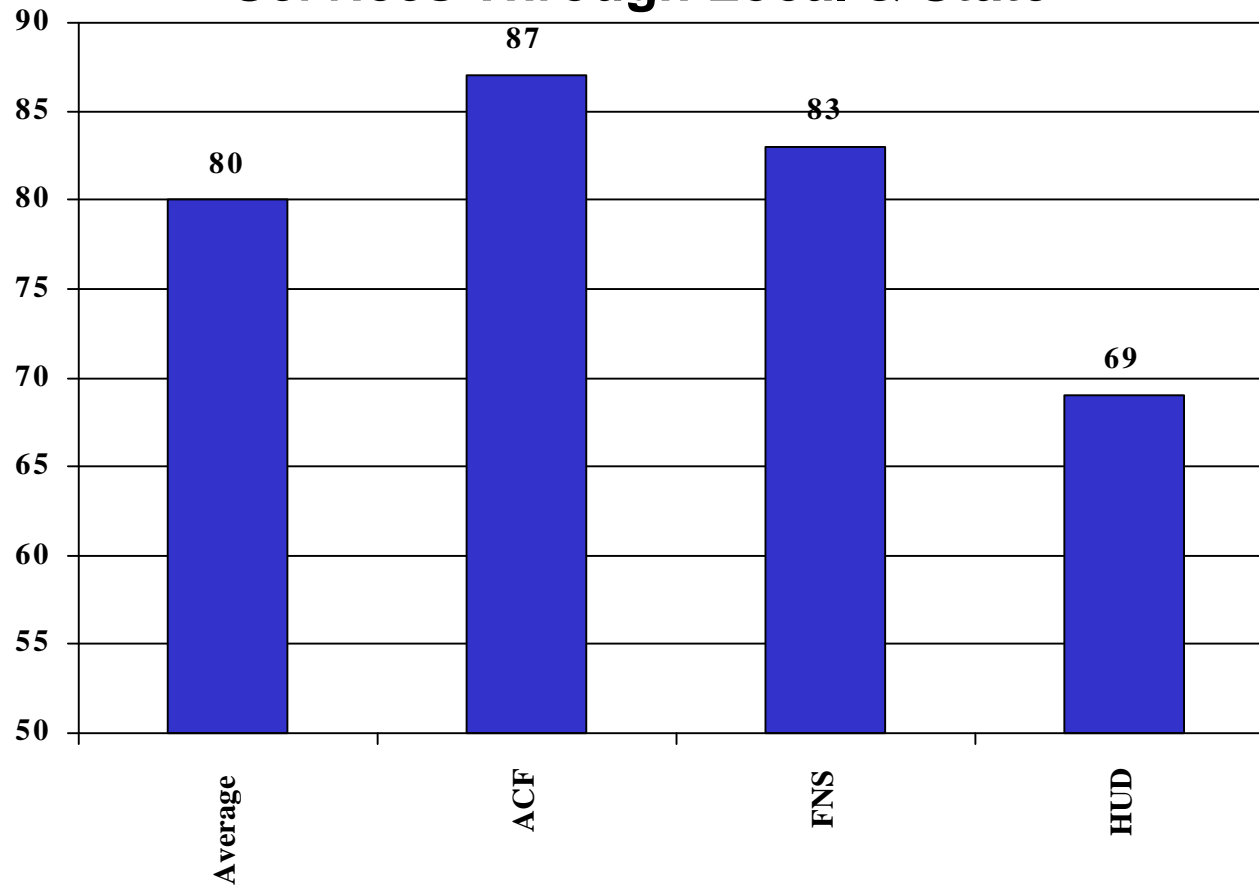
With a satisfaction index of 87, the Administration for Children and Families (ACF/Health and Human Services), which funds the Head Start program for preschoolers, has the highest satisfaction index of any Federal agency and company in the ACSI. The customer segment for ACF is comprised of parents of current Head Start students.

The Food and Nutrition Service (FNS/Agriculture), which funds the Women, Infants, and Children (WIC) program that provides food and information about nutrition, also receives high marks from recipients with an ACSI of 83.⁹ It may not be surprising that these two agencies have high satisfaction because their customers are receiving benefits that seem to match their needs. The high ACSIs suggest that the programs as well as their local and state delivery mechanisms are working well.

The Department of Housing and Urban Development (HUD) provides funds to local communities through block grants and entitlements. These are often complex programs with significant reporting requirements and specifications the recipients must meet. The administrators of these programs give HUD an ACSI of 69, equal to the average of all measured Federal agency segments.

⁹ Throughout this report, on average, a difference of 3.4 points in ACSIs between any two agency customer segments is significant at the 95% confidence level.

Figure 4
ACSI Comparison (0-100 Scale)
Services Through Local & State



Source: National Quality Research Center, University of Michigan Business School

c. ACSIs for Customers With Earned Benefits

The Federal government is the source of funds and services that individuals have earned through employment or military service. Customers of five agencies disbursing such funds and services were measured with a resulting average ACSI of 77.

For its customer segment, the Social Security Administration (SSA) identified individuals eligible for Social Security retirement benefits between April 1, 1998, and March 1, 1999. These were all persons who had contact with SSA within the last year and one half through the application for retirement benefits process. The ACSI for SSA is 83.

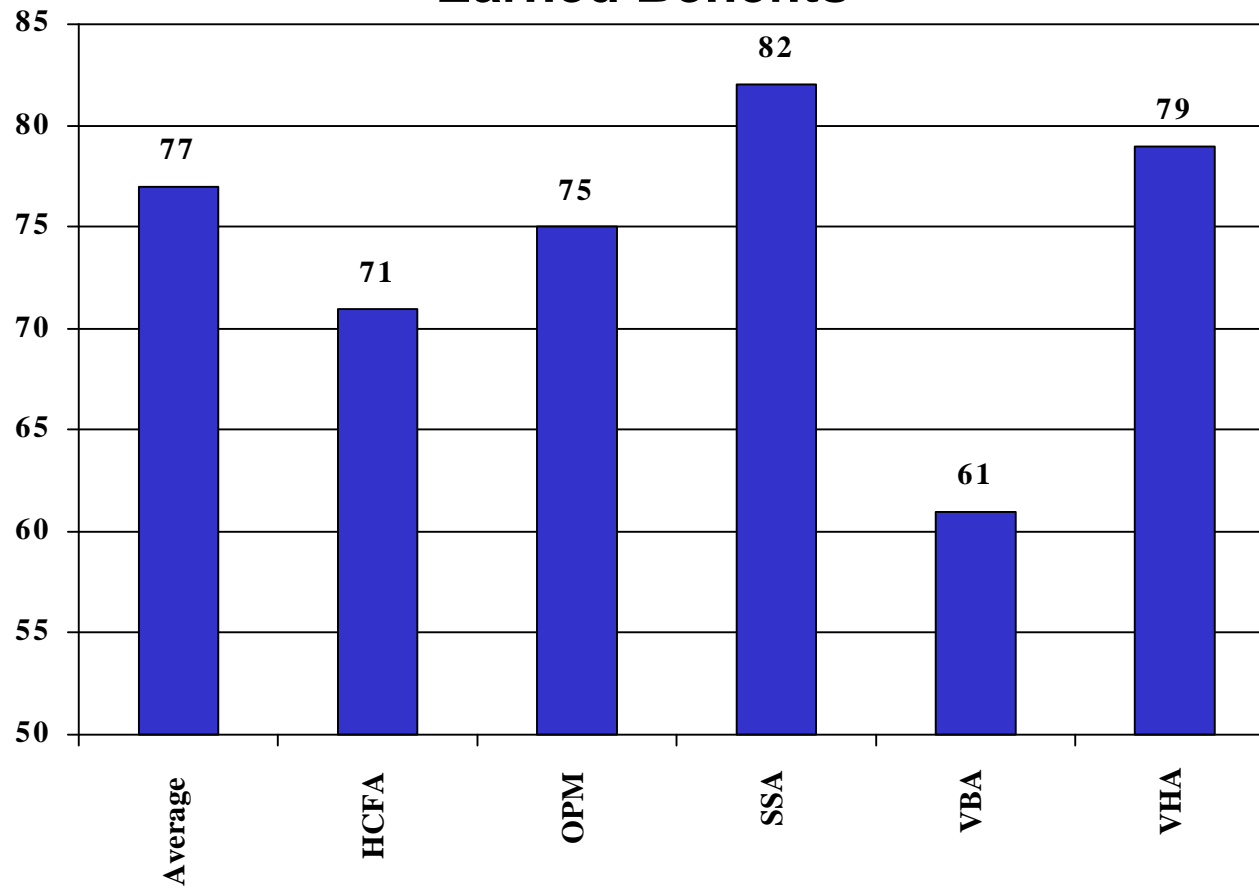
The Veterans Health Administration (VHA/Veterans Affairs) has the second highest ACSI in the group, 79. The segment consists of veterans with one or more episodes of care in any VHA outpatient clinic in the first week of May 1999.

Federal retirees and annuitants who had a transaction in the past year with the Office of Personnel Management (OPM) give that agency an ACSI of 75.

The Health Care Financing Administration (HCFA/Health and Human Services) receives a 71 ACSI from Medicare beneficiaries who enrolled in 1998 and had an inpatient experience in that year. Like SSA retirees, these are persons who have had contact with the agency through recent enrollment and receipt of benefits.

The Veterans Benefit Administration (VBA/Veterans Affairs) receives a lower ACSI (61) than the other agencies providing earned benefits. Its customer segment consists of veterans who applied for compensation and benefit claims in May 1999—both those who were awarded the benefits and those whose applications were turned down. Inclusion of those denied benefits in the segment probably lowers the score.

Figure 5
ACSI Comparison (0-100 Scale)
Earned Benefits



Source: National Quality Research Center, University of Michigan Business School

d. ACSIs for Customers Who Are Information Users

Five agencies identified customer segments who receive information from these agencies. The average ACSI for the group is 75 (Figure 6). For the Bureau of the Census (BOC/Commerce) and Education Publications (Ed-Pubs/Education), information and data are the principal products of the agency. This is not the case for the Environmental Protection Agency (EPA), General Services Administration (GSA), or National Aeronautical and Space Administration (NASA). Although providing information and education are important services of these agencies, they are not the principal missions.

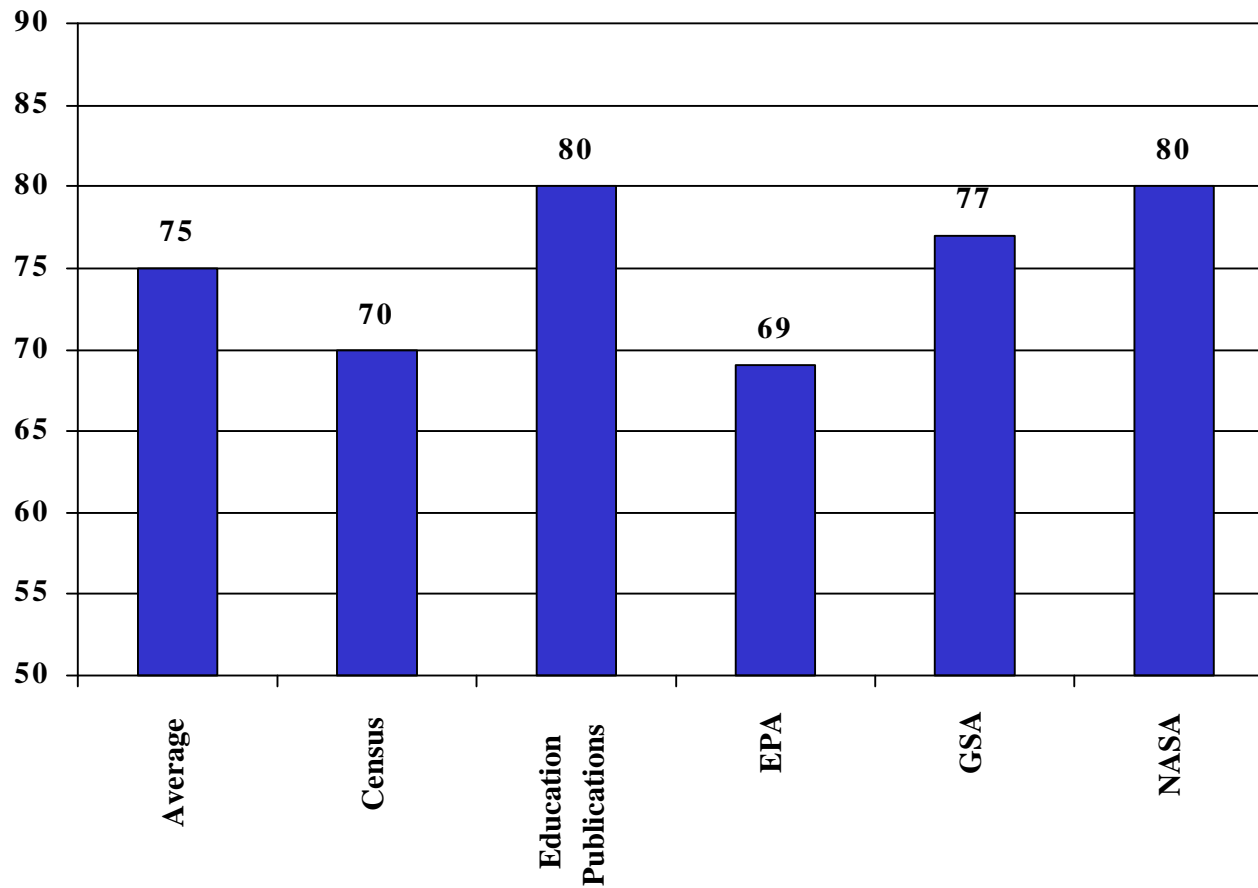
Education Publications and NASA receive the highest ACSIs of the group, 80, from parents, teachers, and business and community organizations that ordered publications the Department of Education provides and from educators who participated in a NASA Center program (shortly before their date of interview in the week of June 21, 1999).

GSA's Consumer Information Center in Pueblo, Colorado, receives a score of 77 from those who have placed multiple orders for publications in the past six months.

The Census Bureau receives a 70 from data distributors—state and local agencies and libraries that receive, use, and distribute data from the census and surveys through a data center or depository library. Many of these users are learning to access and distribute from the Census Bureau's website, www.census.gov, which will be the main source of data for the 2000 census.

For the EPA, customer satisfaction of its website was measured among reference librarians. The ACSI for EPA is 69.

Figure 6
ACSI Comparison (0-100 Scale)
Information Users

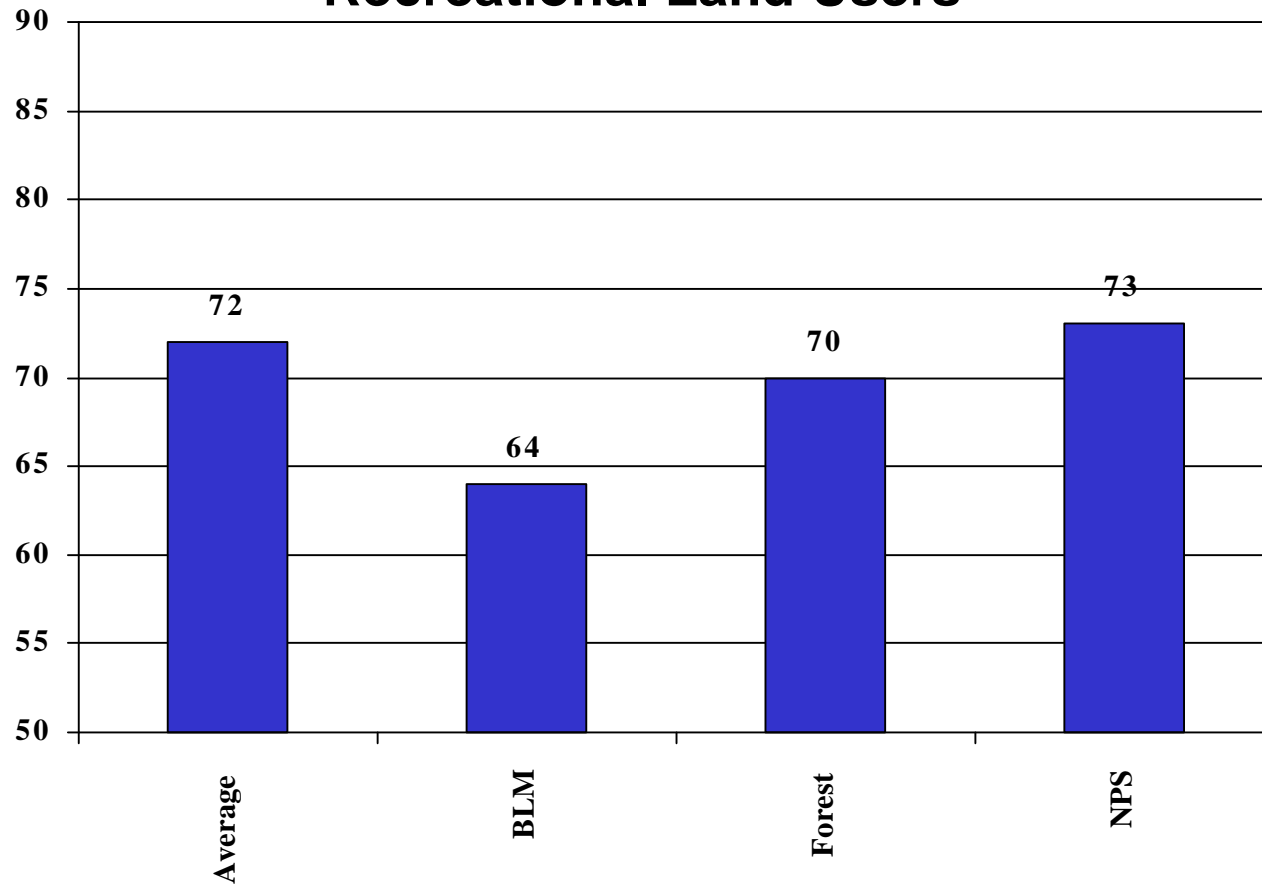


Source: National Quality Research Center, University of Michigan Business School

e. ACSI for Recreational Land Users

The Bureau of Land Management (BLM/Interior), the Forest Service (Forest/Agriculture), and the National Park Service (NPS/Interior) identified as their customer segments residents of the United States who visited their respective sites and lands for recreational purposes in the past year. These providers of recreational lands, facilities, information, and education receive an average ACSI of 72. The National Park Service, probably the best known of the three with perhaps the broadest range of historic and natural sites, receives the highest ACSI, 73, followed by the Forest Service at 70, and Bureau of Land Management, probably the least well known, at 64.

Figure 7
ACSI Comparison (0-100 Scale)
Recreational Land Users



Source: National Quality Research Center, University of Michigan Business School

f. ACSIs for Applicants for Grants and Users of Products

Applicants include individuals who have recently applied for National Science Foundation grants, Title IV student aid, a patent or trademark, or disaster assistance. Users of products are defined as customers who have purchased commemorative and numismatic coins from the U.S. Mint. The average ACSI for four of the five agency segments is 71,¹⁰ raised significantly by the high satisfaction of coin collectors. The Commemorative and Numismatic Coin division of the Mint has contracted with ACSI since 1995 to produce customer satisfaction model indices using ACSI's private sector model (since the U.S. Mint sells these products and has competitors for coin collector buying in the private sector). This year's ACSI of 86 for this division of the Mint matches its historically high ACSI.

The Federal Emergency Management Agency (FEMA) provides disaster assistance in the form of funds and temporary shelter to victims of floods, hurricanes, earthquakes, and other natural disasters. Recipients in 1997 and 1998 give the agency a 73 ACSI score.

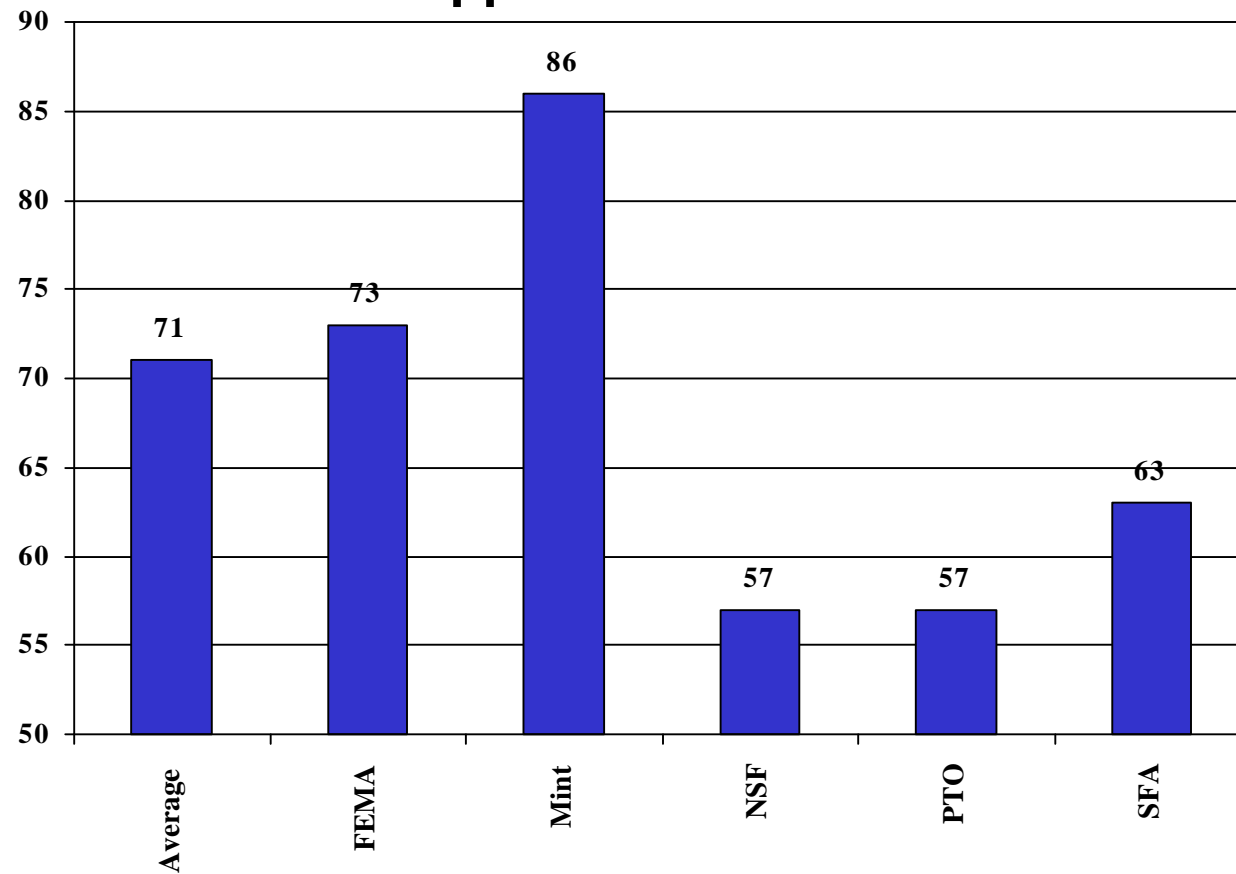
The National Science Foundation (NSF) and Student Financial Assistance (SFA/Education) provide grants to applicants. As some applicants are turned down, it is to be expected that customer satisfaction would be negatively affected.

SFA's customer segment is those who have applied for Title IV student aid for 1999-2000. They give SFA a 63 ACSI. NSF's customer segment is grant applicants in 1998, both principal investigators (successful applicants) and those who were denied grants. This mixed group gives NSF an ACSI of 57.

Patent and Trademark Office (PTO/Commerce) chose as its customer segment first time users of the patent and trademark application process, roughly 10% of their customers. Applicants include both those who received patents or trademarks and those whose applications were rejected, with a 95% rejection rate among first time users. This may account, at least in part, for the lower than average ACSI of 57.

¹⁰ PTO did not provide a budget figure for their segment and as a result their score is not weighted in the applicants and users group or in the overall score for the Federal government. PTO has contested the use of the government model for their chosen customer segment. Since patent and trademark applicants pay substantial fees, PTO preferred the private sector ACSI model used for competitive companies.

Figure 8
ACSI Comparison (0-100 Scale)
Applicants/Users



Source: National Quality Research Center, University of Michigan Business School

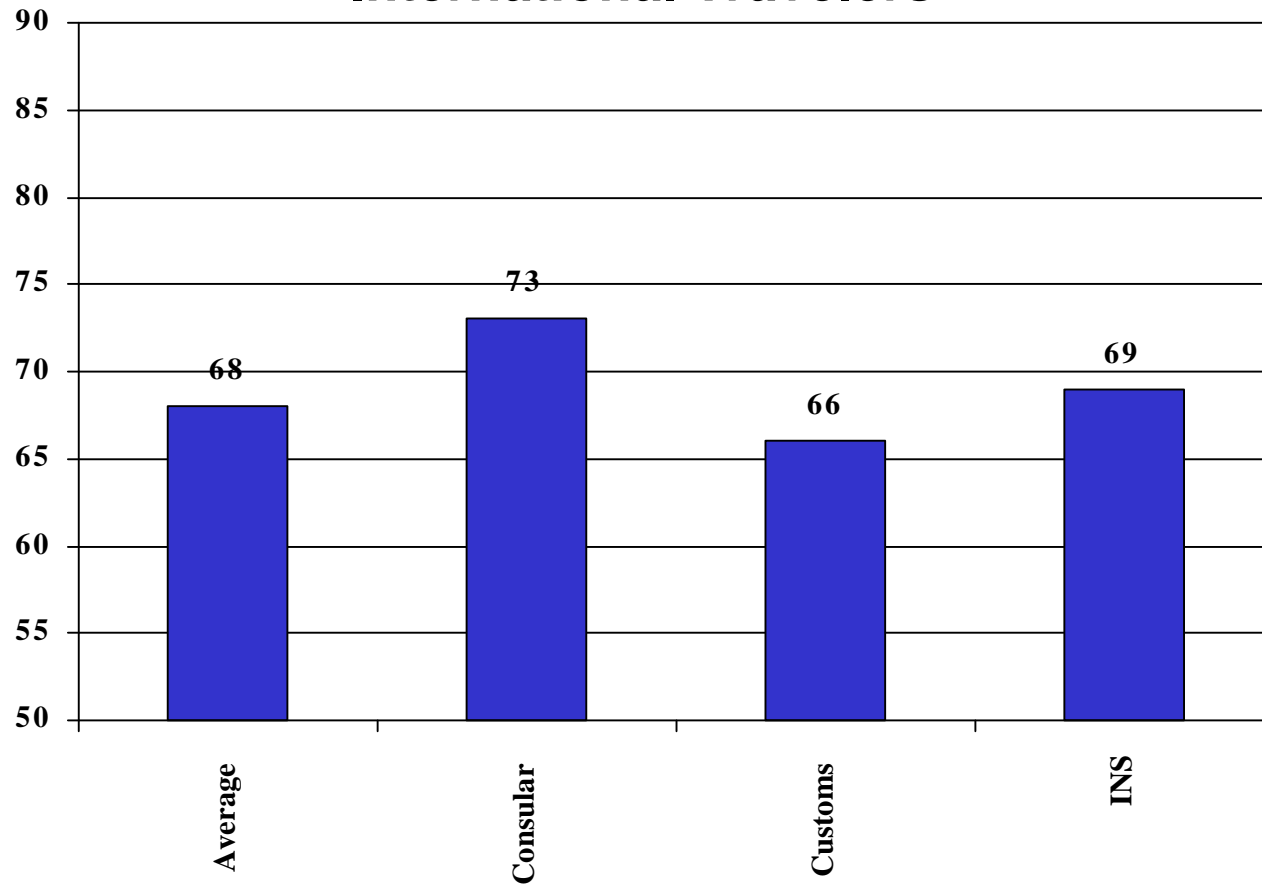
g. ACSIs for International Travelers

International Travelers give three Federal agencies an average ACSI of 68. The highest score, 73, goes to the Bureau of Consular Affairs (Consular/State) from adults who have received a new or renewed passport in the past two years.

The Immigration and Naturalization Service (INS/Justice) receives an ACSI score of 69 from U.S. residents who entered the U.S. from a foreign country, including Mexico and Canada, in the past year at airport or land borders.

The Customs Service receives a 66 from air travelers who returned from an international trip in the past year.

Figure 9
ACSI Comparison (0-100 Scale)
International Travelers

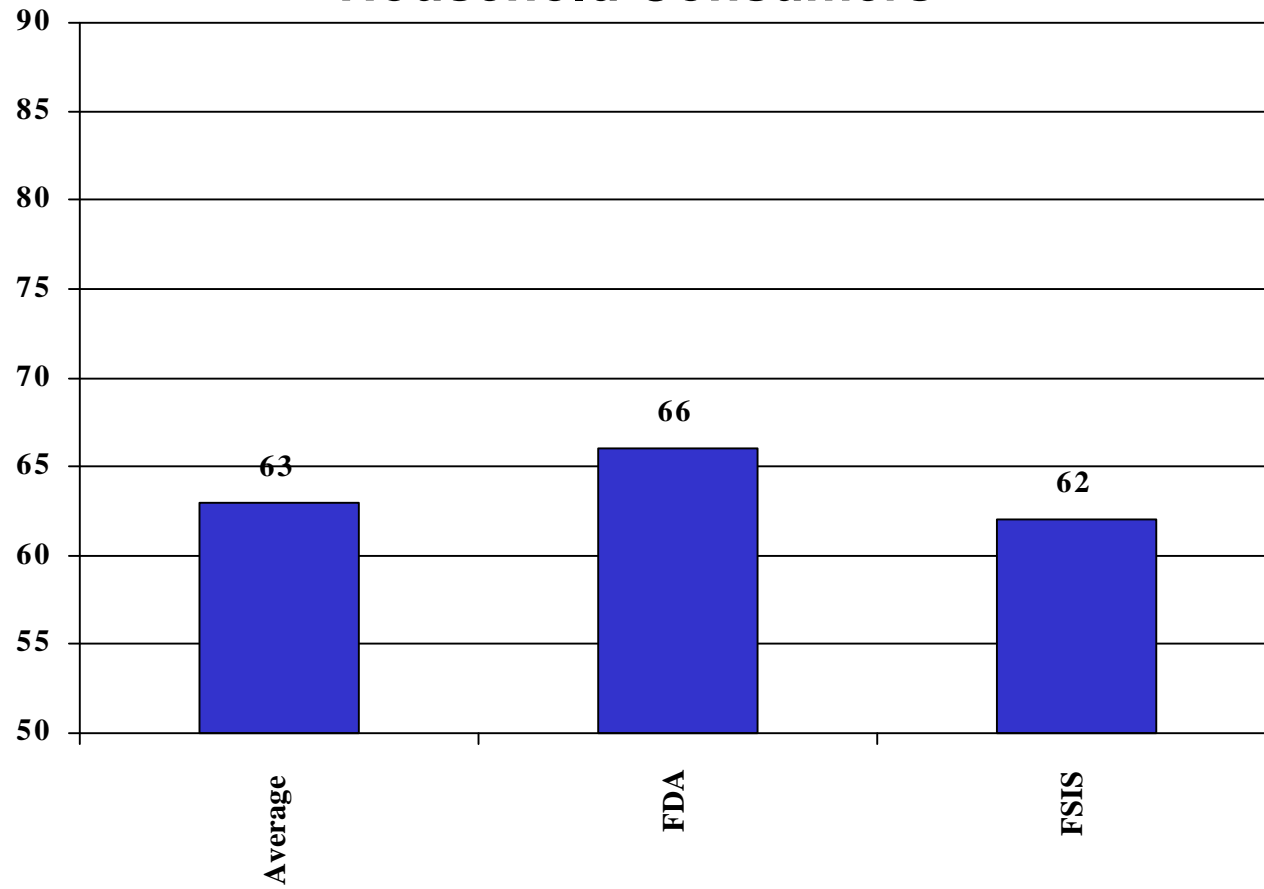


Source: National Quality Research Center, University of Michigan Business School

h. ACSI for Household Consumers

The food purchased by U.S. consumers is subject to the inspection and labeling services provided by the Food Safety and Inspection Service (FSIS/Agriculture), which is responsible for the safety of meat and poultry, and by the Food and Drug Administration (FDA/Health and Human Services), which is responsible for all other types of food. Principal grocery shoppers and food preparers in U.S. households give the FDA an ACSI of 66 and FSIS a 62, for a group average of 63.

Figure 10
ACSI Comparison (0-100 Scale)
Household Consumers



Source: National Quality Research Center, University of Michigan Business School

i. ACSI for Tax Filers

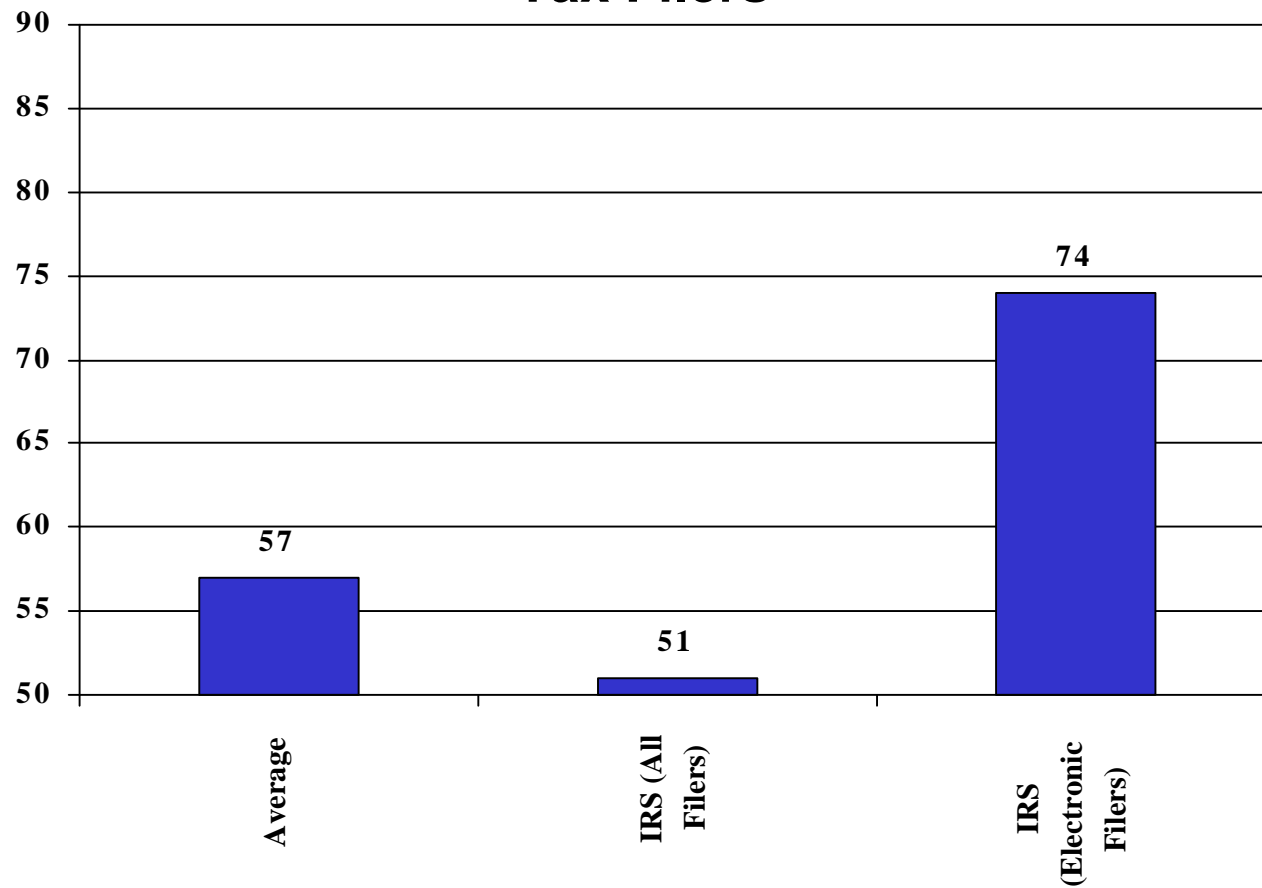
The Internal Revenue Service has been included in the ACSI since 1994. The customer segment measured is a sample of all who filed income tax returns for the prior year and used forms or information provided by the IRS.

For this study, IRS identified an additional segment considered central to the direction it wishes to encourage taxpayers to take: filing returns electronically, either through a practitioner (tax service, CPA, attorney), on-line directly, or via telefile. Filing electronically, as one-fourth of filers now do, produces much greater satisfaction, 74, compared to 51 for all filers.¹¹

IRS appears to be moving in the right direction by encouraging electronic filing and providing faster refund payments in return. As more file in this manner, IRS probably cannot expect as dramatic an improvement in customer satisfaction as suggested by the early users of electronic filing services.

¹¹ 29.1 million people filed electronically in 1998 (21.1 million of them through professional services), roughly 24% of all tax filers. This was used as the weight to provide a composite score for the IRS. It is based on the assumption that there is large increase in the number of people that file electronically and that only a negligible proportion of the respondents in the earlier sample of all filers used the electronic option. Since this assumption cannot be verified, the composite score for the IRS should be interpreted with caution.

Figure 11
ACSI Comparison (0-100 Scale)
Tax Filers



Source: National Quality Research Center, University of Michigan Business School

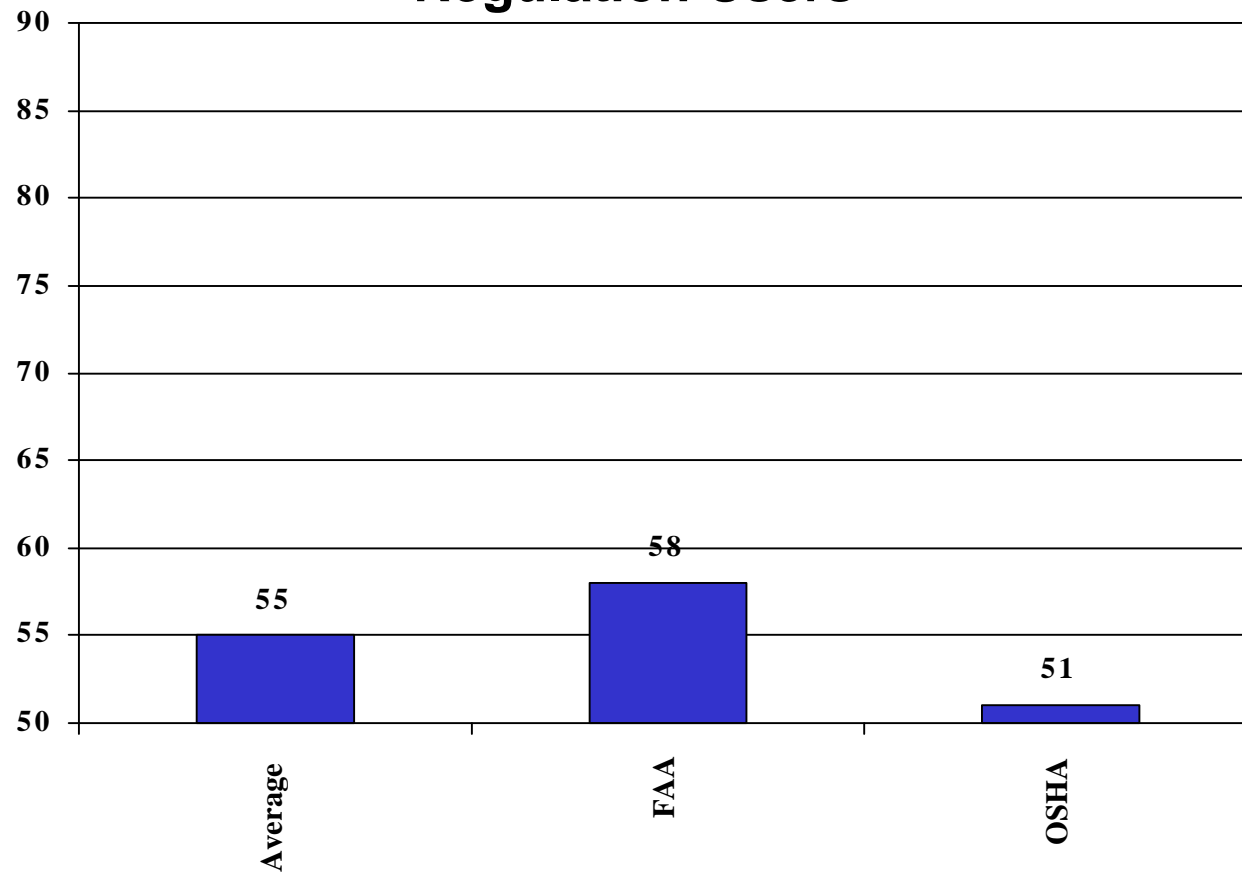
j. ACSIs for Regulation Users

The Occupational Health and Safety Administration (OSHA/Labor) identified as its customer segment safety engineers and industrial hygiene professionals who have observed or experienced an OSHA activity.

The Federal Aviation Administration (FAA/Transportation) identified commercial pilots who experience FAA certifications and regulations.

Not surprisingly regulatory agencies receive lower scores than agencies providing benefits and information—an ACSI of 58 for FAA and 51 for OSHA.

Figure 12
ACSI Comparison (0-100 Scale)
Regulation Users



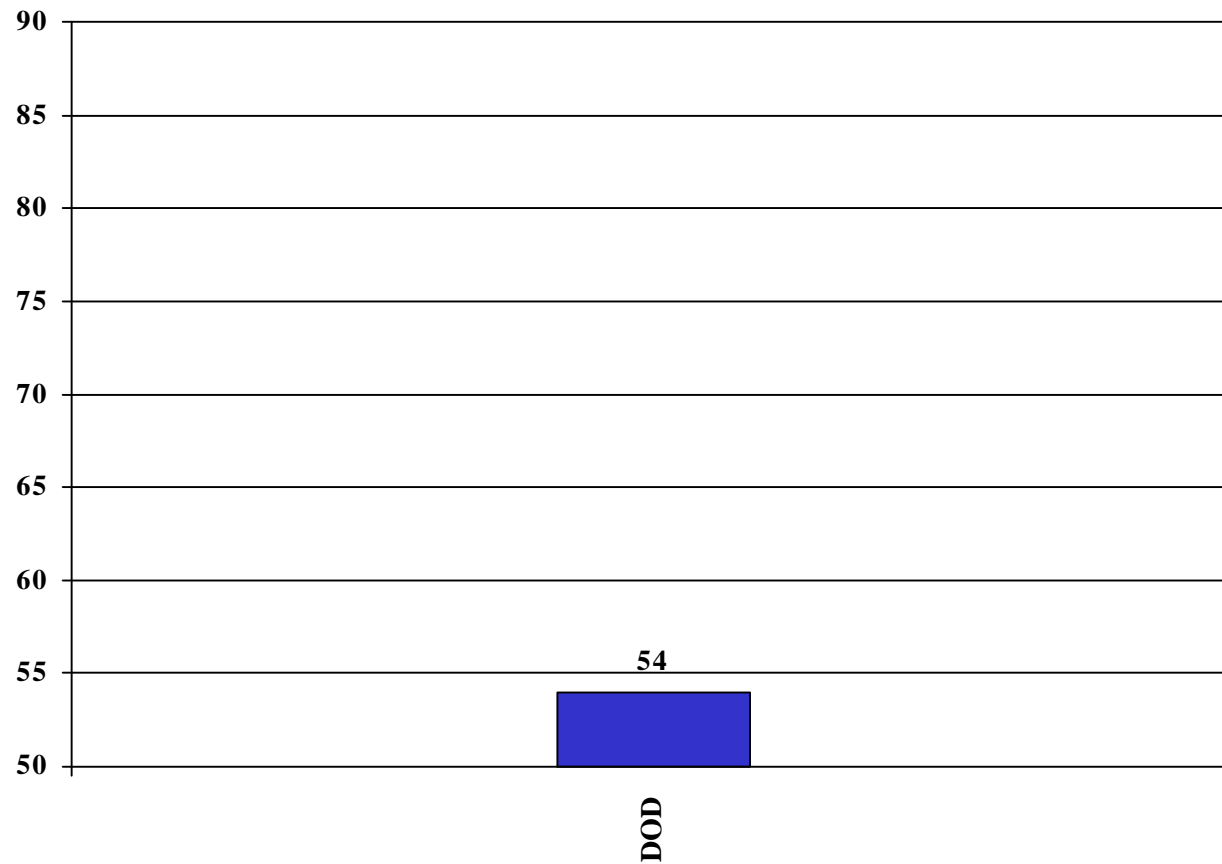
Source: National Quality Research Center, University of Michigan Business School

k. ACSIs for Other Agencies

One agency did not fit in any of the nine groups of agencies and is reported separately.

The Defense Acquisition Reform group within the Department of Defense (DAR/DOD) measured satisfaction among FY1998 contractors. Their satisfaction is at 54. Because the segment chosen by DOD is not a public constituency comparable to the other customer segments measured in the Federal ACSI, their score is therefore not included in the aggregate ACSI Federal government score.

Figure 13
ACSI Comparison (0-100 Scale)
DOD



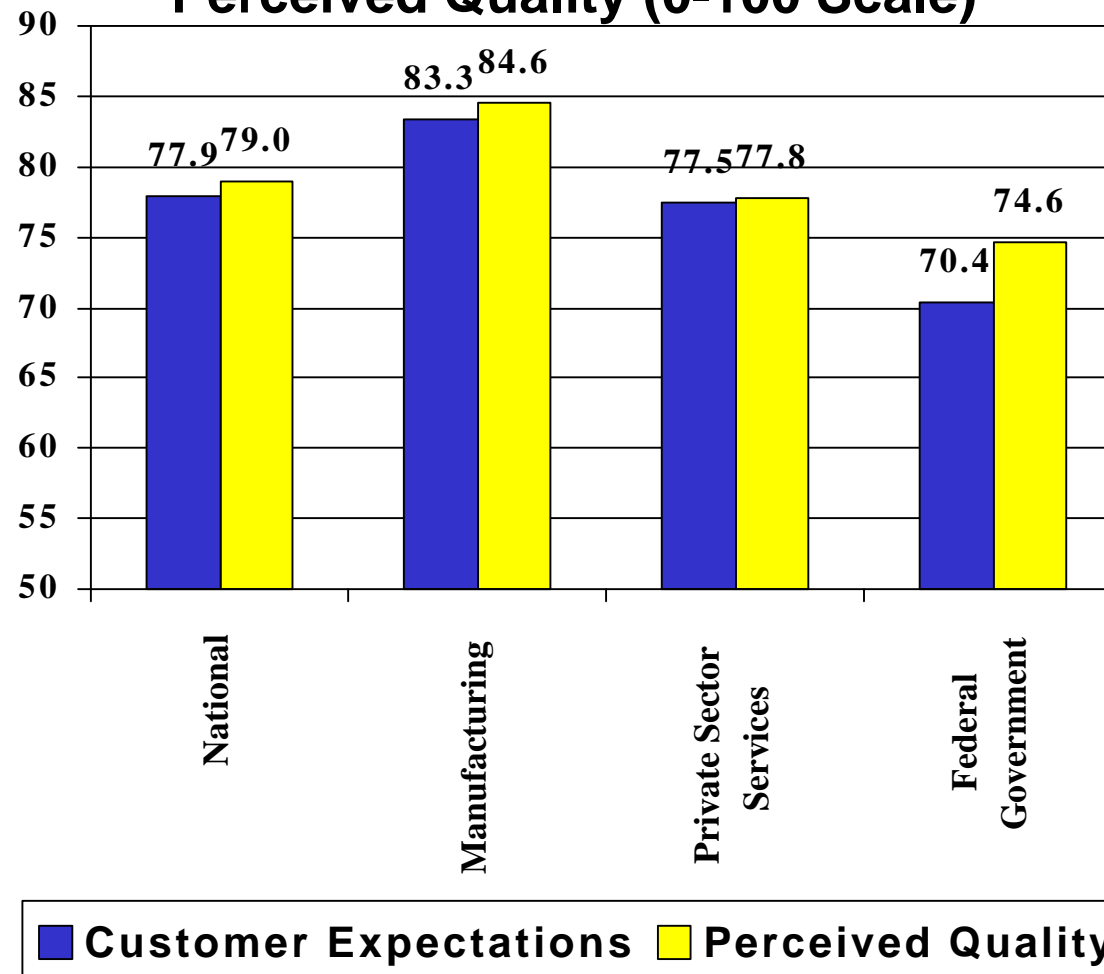
Source: National Quality Research Center, University of Michigan Business School

I. Customer Expectations and Perceived Quality

In private industry, the gap between customer expectations, the anticipated quality of goods and services, and perceived quality, the actual experienced quality of goods and services, is relatively small, measured on the same 0-100 scale as the ACSI. Perceived quality is slightly higher than expectations for the national ACSI, and there is virtually no difference for private sector services.

For the Federal government, this gap between expectations and experienced quality is much greater, due to significantly lower expectations. Compared with the private sector, perceived quality is 5% lower for the Federal government, while expectations are 10% lower. Relatively low expectations of the quality of services provided by Federal agencies may be a result of the low level of trust in government.

Figure 14
Comparison of Customer Expectations and Perceived Quality (0-100 Scale)

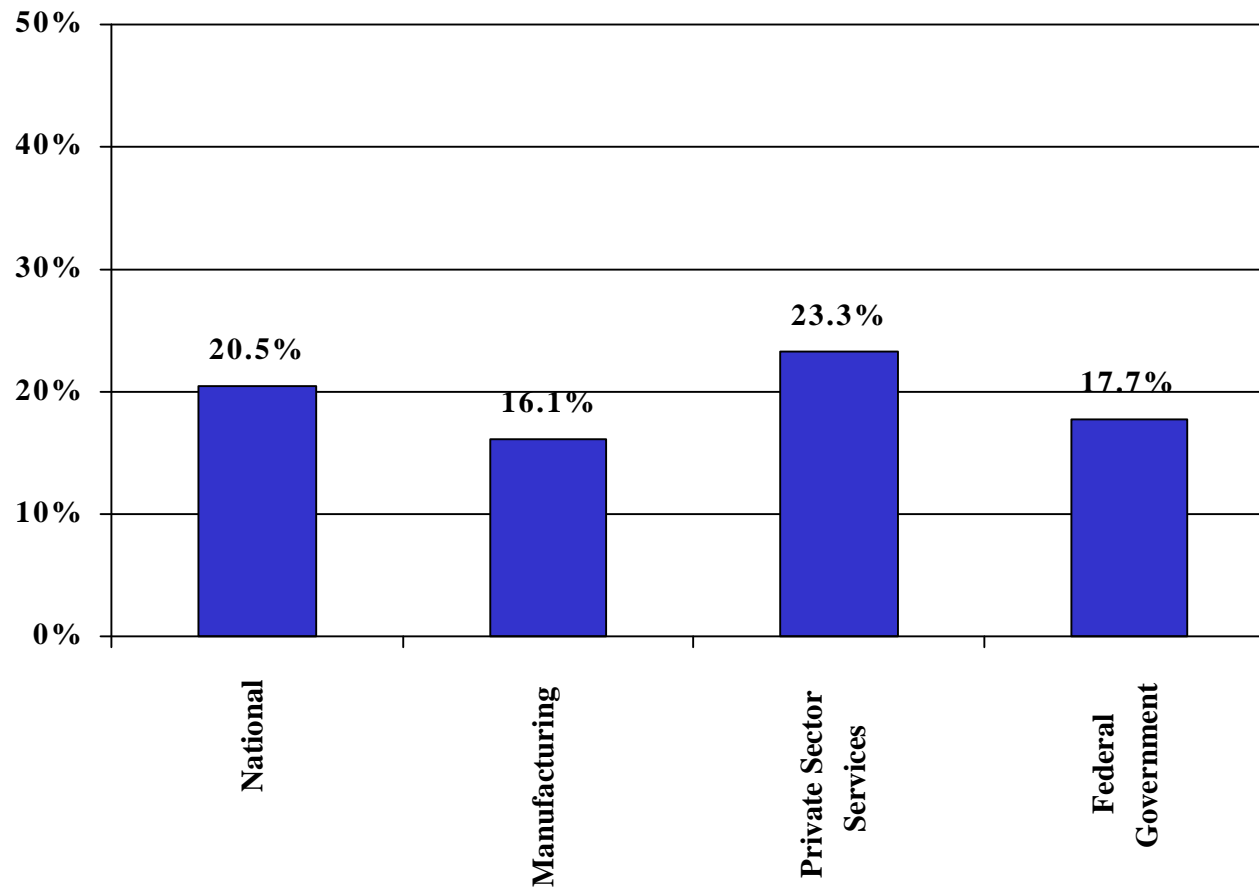


Source: National Quality Research Center, University of Michigan Business School

n. Complaints to Federal Agencies

With very few exceptions, the proportion of customers who complain to Federal agencies is small compared with private sector services. Only 17.7% of customers in the 30 Federal agency customer segments have complained to an agency, with some agencies having complaints below the 5% level. The few agencies with complaints above the 15% level need to monitor the nature of these complaints to determine if there are patterns to the dissatisfaction they represent. However, those agencies that need to do so are very few.

Figure 15
Complaints (Percentage)



Source: National Quality Research Center, University of Michigan Business School

n. Attributes in Common Across Multiple Agencies

Each agency identified possible drivers of satisfaction, and attributes to measure for each. These attributes are measured with specific survey questions to which customers respond on 1-10 scales. On all scales the 10 score is anchored by the high, or desirable, characteristic and the 1 score by its opposite. Some attributes were measured across multiple agencies. These attributes can be classified into a number of types of variables. Attributes measured across three or more agencies are discussed here.

i. Personnel Variables

A large number of agencies identified attributes of customer satisfaction with agency personnel, most often the professionalism and courtesy of personnel, but sometimes their accessibility and helpfulness. Courtesy of personnel gets a high average 8.5 on the 1 to 10 scale and professionalism an average 8.3.

ii. Information Variables

The information provided by Federal agencies scores 8.0 for accessibility, 7.9 for quality and usefulness, and 7.7 for clarity.

iii. Process Variable

Several agencies identified processes, such as application processes. These receive an average 7.6 for timeliness.

iv. Facilities Variables

The three agencies that measured satisfaction among recreational land users, Bureau of Land Management, Forest Service, and National Park Service, asked their visitors to rate the cleanliness and maintenance of facilities. Facilities score similarly on both attributes, 7.8 for maintenance and 7.6 for cleanliness.

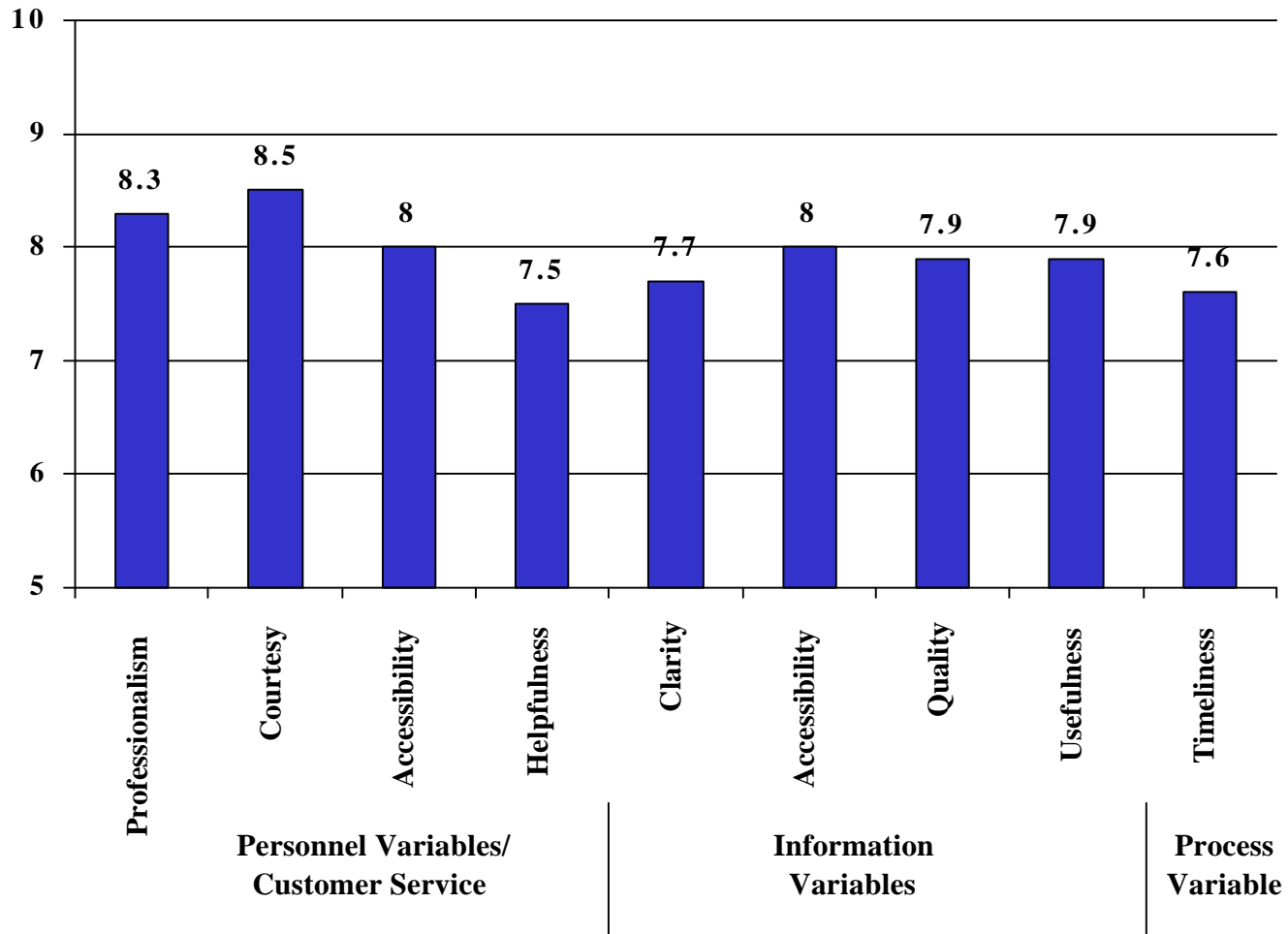
v. Website Variables

Several agencies asked users to rate the organization of their websites. The average score is 7.4. Users are still learning to access what they need from websites and find them somewhat difficult to use.

vi. Learning Opportunities

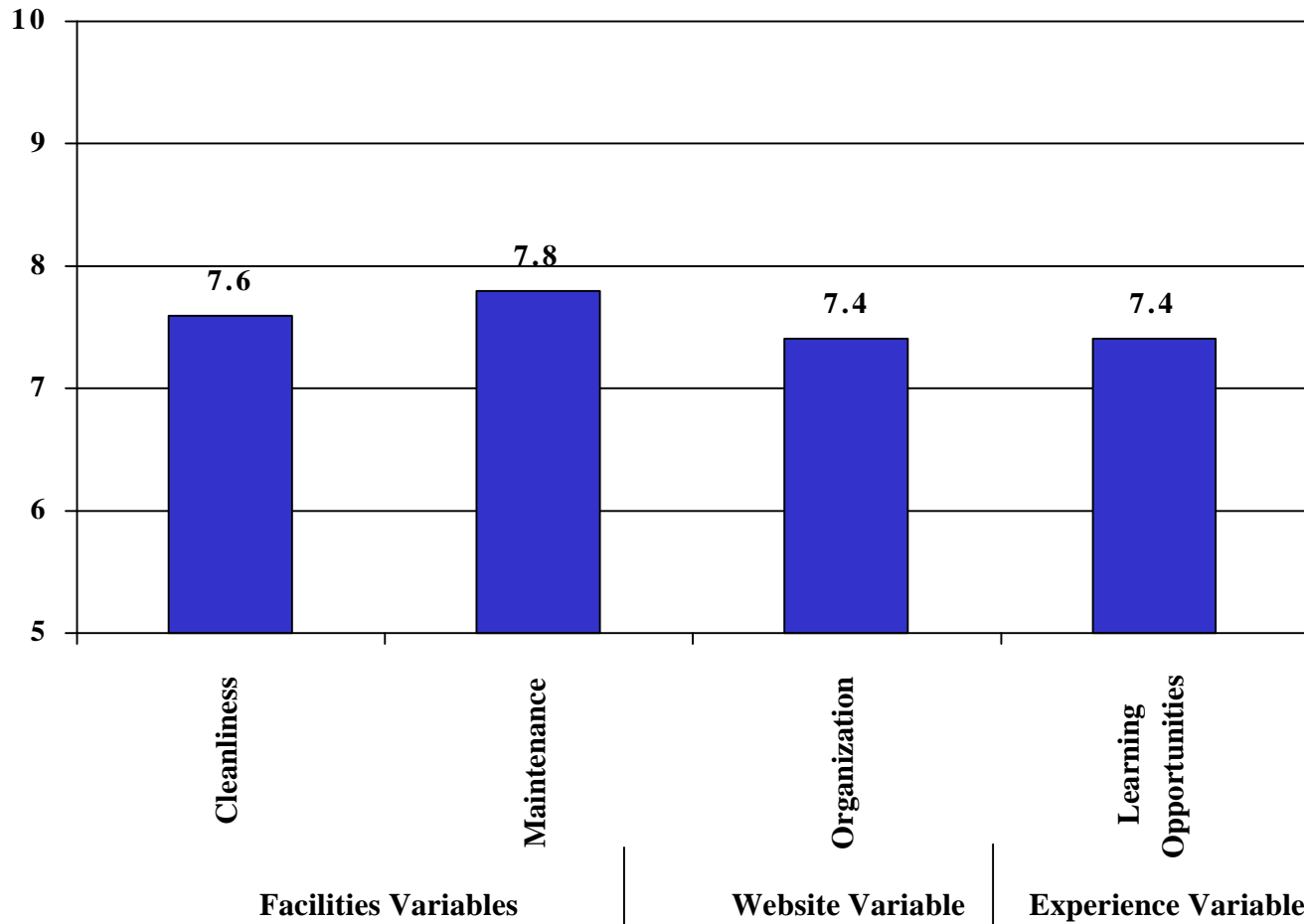
The three agencies that control recreational lands also asked users to rate the opportunities provided at their sites for learning about nature. The average on this attribute is 7.4 with the National Park Service that provides ranger-guided activities scoring higher.

Figure 16a
Means of Attributes (1-10 Scale)



Source: National Quality Research Center, University of Michigan Business School

Figure 16b
Means of Attributes (1-10 Scale)

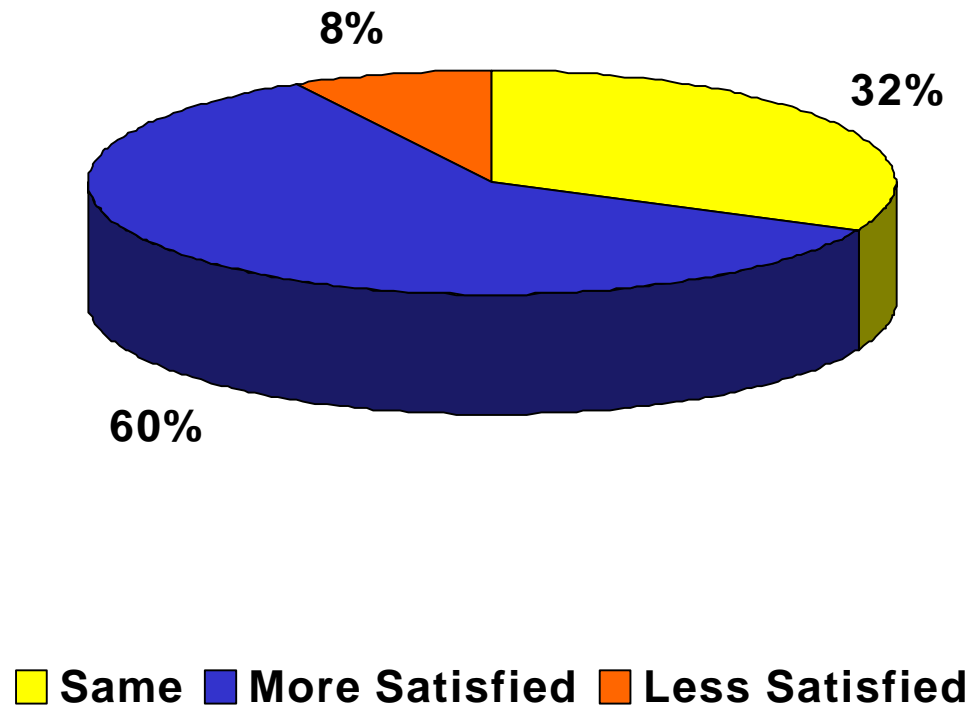


Source: National Quality Research Center, University of Michigan Business School

o. Perceived Satisfaction Change Since 1997

Because 1999 is the first year of comparable customer satisfaction measurement across Federal government, historical trends are not yet available. In the absence of trend data, customers of each agency were asked how satisfied they currently are with the agency and how satisfied they were two years ago: “Please use a 1 to 10 scale on which ‘1’ means much less satisfied than two years ago and ‘10’ means much more satisfied than two years ago. How would you rate your present satisfaction compared to two years ago?” Sixty percent (60%) are more satisfied (scores 7-10); 32% are unchanged (scores 5 or 6) and 8% are less satisfied (scores 1-4).

Figure 17
Current Satisfaction versus Two Years Ago



Source: National Quality Research Center, University of Michigan Business School

Chapter III

Benchmarking Scores for Private Sector Companies

The American Customer Satisfaction Index was inaugurated in the fall of 1994, following several years of development and pre-testing by the National Quality Research Center (NQRC), University of Michigan Business School. NQRC based the ACSI model and methodology on what it had developed for the Swedish Customer Satisfaction Barometer, inaugurated in 1989.

For the ACSI baseline year, all companies, industries, and economic sectors in the index were measured at the same time. Since that baseline year, ACSI has been updated on a rolling basis, with data for one or two sectors of the economy (and approximately one-fourth of the companies and industries) measured quarterly. New data replaces those data collected during the same time period in the prior year so that by the Fall of each year--the anniversary date--all data from the prior year have been replaced. Following data collection in the third quarter of the year, the Fall score becomes the score used as the final national ACSI for the year.

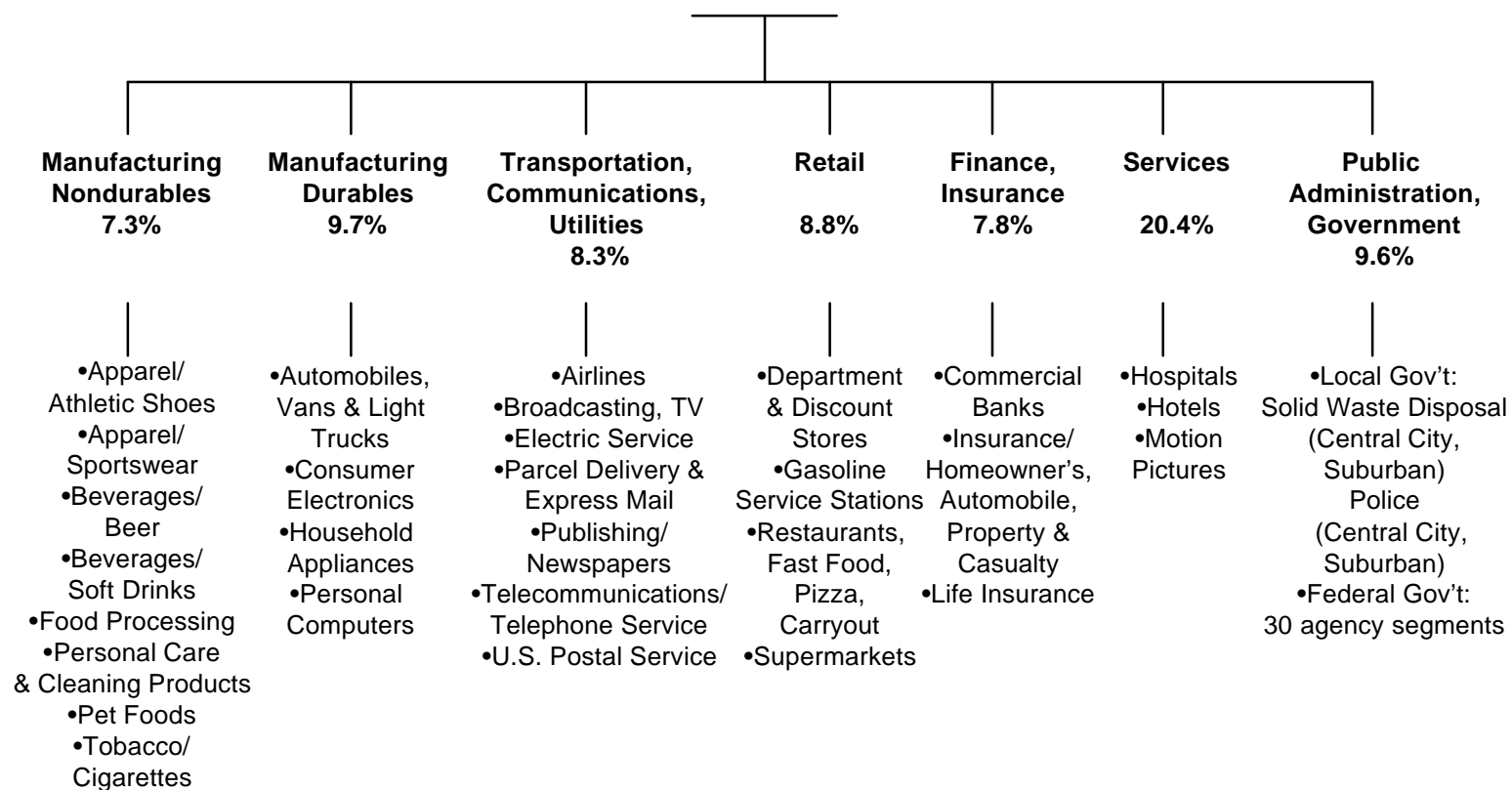
ACSI measures a representation of industries in seven of the 10 Standard Industrial Classification (SIC) codes which account for 72% of the Gross Domestic Product (GDP).¹² The structure of ACSI by economic sectors and industries is shown in Figure 18.

Figure 19 shows the quarter-by-quarter history of the national ACSI for the years 1994-1999. Figure 20 shows the ACSI for each sector for 1999. The public administration sector includes both Federal and local government.

¹² The United States is changing from the SIC code system to the North American Industry Classification System (NAICS). However, according to Robert Yuscavage, Bureau of Economic Analysis (phone interview November 8, 1999), who researches the proportion of the GDP by SIC, it will be several years before the proportion of GDP by NAICS can be calculated because of source data. The most recent data on proportion of GDP by SIC is used in the Figure 2 diagram.

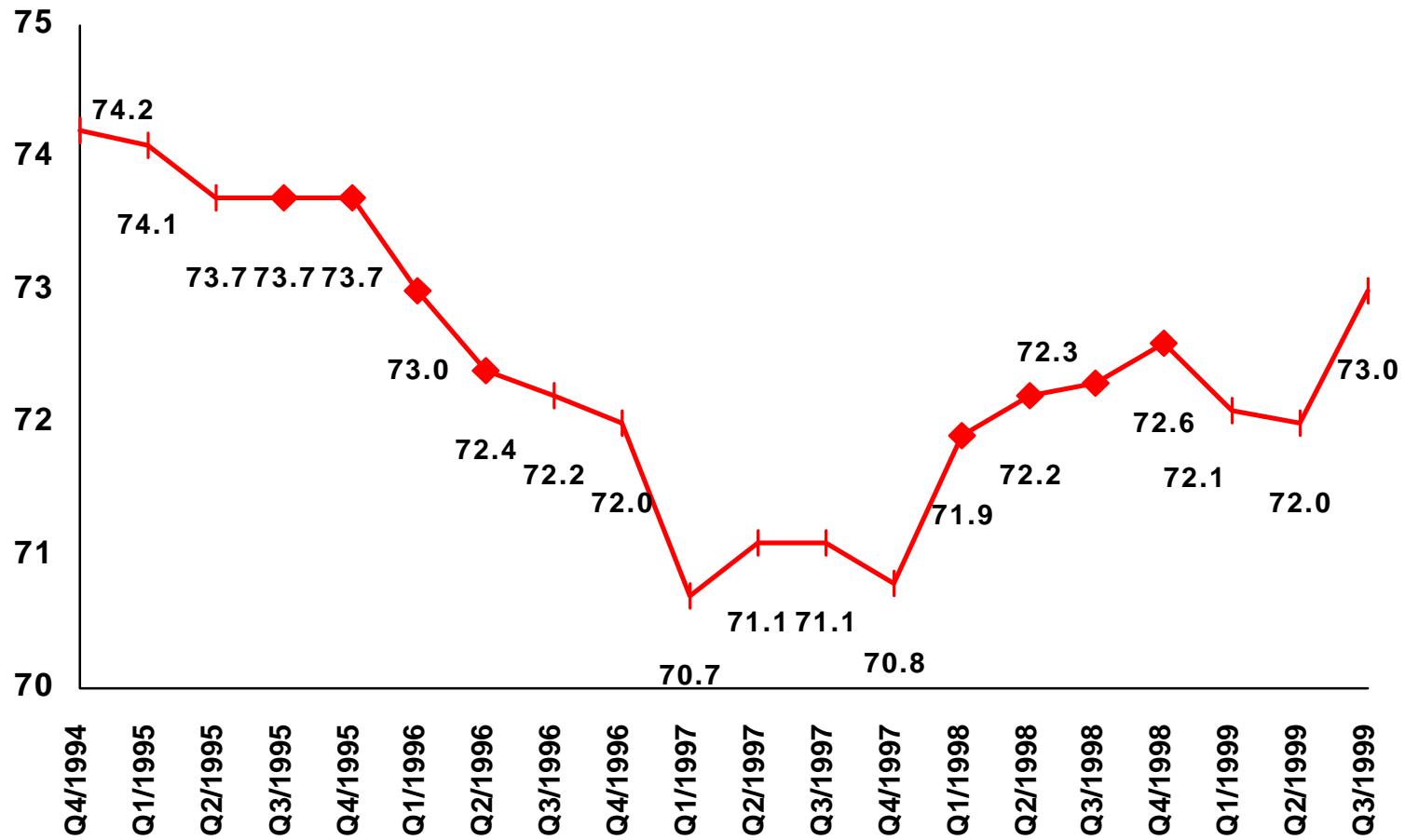
Figure 18

ACSI -- Sectors and Industries



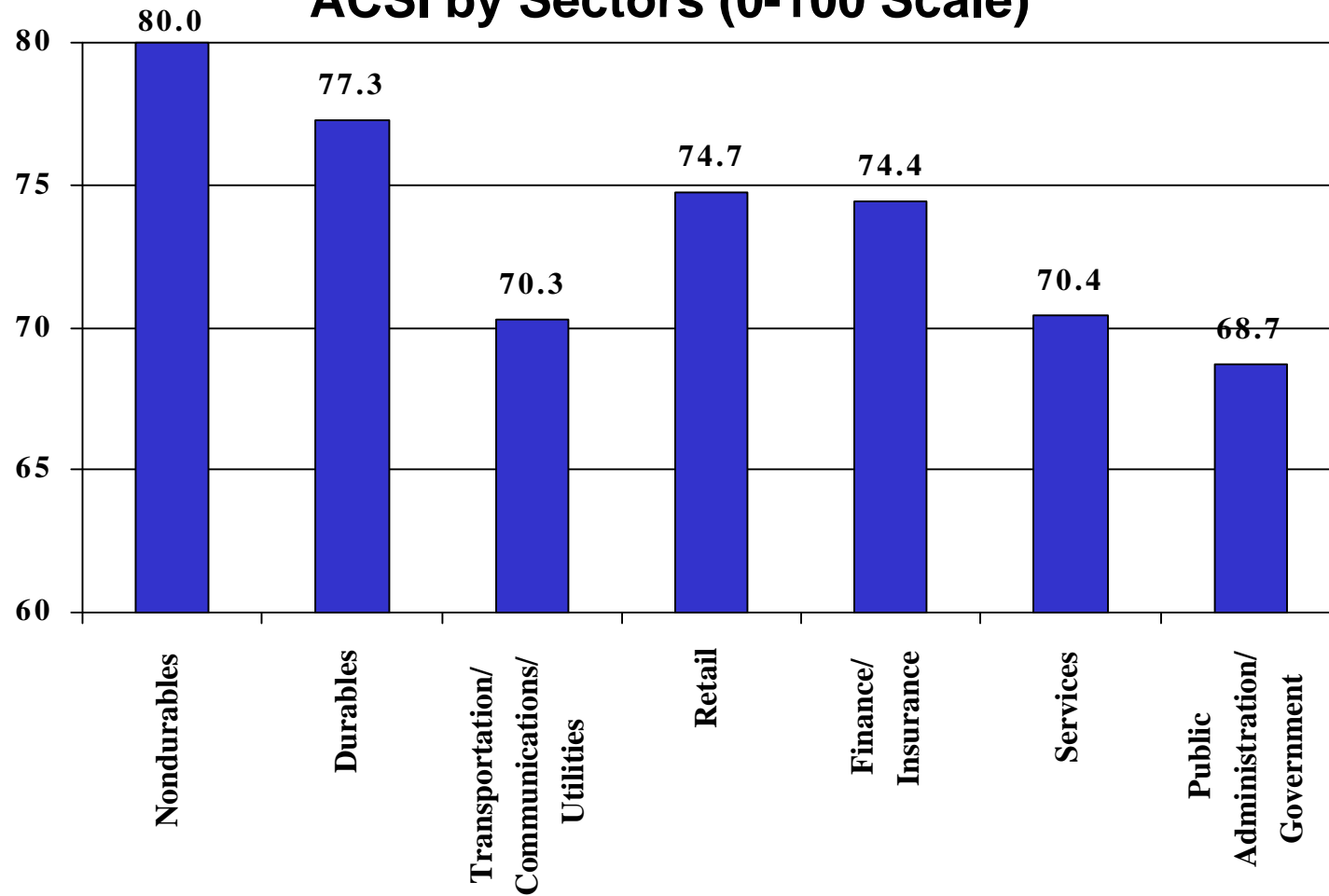
Source: National Quality Research Center, University of Michigan Business School

Figure 19
ACSI 1994 - Q3 1999



Source: National Quality Research Center, University of Michigan Business School

Figure 20
ACSI by Sectors (0-100 Scale)



Source: National Quality Research Center, University of Michigan Business School

For benchmarking purposes, the following seven pages show ACSIs from 1994 to the completion of the 1999 Index for companies, industries, and sectors currently measured in the Index. More information on the ACSI is available on the website of the National Quality Research Center of the University of Michigan Business School, located at www.bus.umich.edu/research/nqrc/acsi.html. The website is updated quarterly with scores and commentaries.

Most interesting in 1999, the range of high to low scores in the Federal government sector is almost the same as the range of ACSI scores in the private sector. A number of Federal agencies are “delighting” customers in their segments as much as the best-in-class private sector companies. ACSIs for 1999 range from 51 to 87 in the Federal sector, and from 53 to 86 in the private sector.

ACSI Over Time								
								From
								Previous
Sector/Industry/Company (in descending order of ACSI within Industry)		1994	1995	1996	1997	1998	1999	% Change
MANUFACTURING/NONDURABLES		81.6	81.2	79	78.5	78.8	80	1.5%
Food Processing		84	84	83	81	81	81	0.0%
	Hershey Foods Corporation	86	88	88	84	84	86	2.4%
	H.J. Heinz Company	89	87	90	86	86	85	-1.2%
	Mars, Inc.	87	89	86	85	81	84	3.7%
	Pillsbury, Inc.	88	86	87	82	83	84	1.2%
	Kraft USA	84	84	85	82	84	83	-1.2%
	The Quaker Oats Company	82	82	82	85	83	83	0.0%
	Campbell Soup Company	83	81	84	81	80	81	1.3%
	General Mills, Inc.	83	81	86	81	82	81	-1.2%
	Kellogg Company	84	84	85	81	83	81	-2.4%
	Nestle, USA, Inc.	88	86	82	83	83	81	-2.4%
	RJR Nabisco, Inc.	87	84	85	80	83	81	-2.4%
	Sara Lee Corporation	86	82	84	80	80	81	1.3%
	All Others	83	83	81	80	80	80	0.0%
	ConAgra, Inc.	83	83	82	80	80	80	0.0%
	Dole Food Company, Inc.	90	90	85	79	82	80	-2.4%
	Tyson Foods, Inc.	83	80	79	80	79	79	0.0%
Beverage/beer		83	81	79	81	82	79	-3.7%
	All Others	NM	79	78	83	83	81	-2.4%
	Miller Brewing Company	80	82	78	81	81	81	0.0%
	Adolph Coors Company	81	84	79	80	84	78	-7.1%
	Anheuser-Busch Companies, Inc.	84	80	79	81	81	78	-3.7%
Beverage/soft drink		86	86	86	83	83	84	1.2%
	All Others	NM	NM	NM	NM	81	86	6.2%
	Cadbury Schweppes	NM	85	86	83	88	85	-3.4%
	The Coca Cola Company/Coca Cola Enterprises	85	85	87	84	82	84	2.4%
	PepsiCo, Inc.	86	87	86	83	83	82	-1.2%
Tobacco-Cigarettes		81	82	77	77	75	76	1.3%
	R.J.R. Reynolds Tobacco Company	81	81	84	79	75	77	2.7%
	All Others	NM	NM	68	75	74	76	2.7%
	Phillip Morris	80	81	79	77	75	75	0.0%

	Apparel	82	81	78	77	79	79	0.0%
	Fruit of the Loom, Inc.	83	80	78	77	80	80	0.0%
	All Others	79	80	78	77	79	79	0.0%
	Sara Lee Corporation	83	81	75	81	77	78	1.3%
	VF Corporation (Lee, Wrangler)	83	80	80	81	79	78	-1.3%
	Levi Strauss Associates, Inc.	84	83	80	81	75	76	1.3%
	Liz Claiborne, Inc.	84	81	81	77	78	76	-2.6%
	Athletic Shoes	79	79	77	74	74	76	2.7%
	All Others	NM	NM	NM	73	76	79	3.9%
	Reebok International, Ltd.	75	80	77	74	74	75	1.4%
	NIKE, Inc.	82	78	77	74	73	73	0.0%
	Personal care products	84	84	80	82	82	81	-1.2%
	The Clorox Company	88	88	84	83	85	84	-1.2%
	The Procter & Gamble Company	85	87	85	81	83	81	-2.4%
	Unilever United States, Inc.	84	83	83	82	83	81	-2.4%
	All Others	83	81	77	82	79	80	1.3%
	Colgate Palmolive Company	84	86	82	83	82	79	-3.7%
	The Dial Corporation	86	85	85	83	81	79	-2.5%
	Pet Foods	NM	NM	NM	83	81	82	1.2%
	Colgate Palmolive Company	NM	NM	NM	85	83	86	3.6%
	Nestle, USA, Inc.	NM	NM	NM	83	83	84	1.2%
	All Others	NM	NM	NM	NM	81	82	1.2%
	Ralston Purina Company, Inc.	NM	NM	NM	82	81	82	1.2%
	H.J. Heinz Company	NM	NM	NM	85	80	81	1.3%
	Mars, Inc.	NM	NM	NM	81	82	81	-1.2%
	MANUFACTURING/DURABLES	79.2	79.8	78.8	78.4	77.9	77.3	-0.8%
	Personal computers	78	75	73	70	71	72	1.4%
	Dell Computer	NM	NM	NM	72	74	76	2.7%
	Gateway 2000, Inc.	NM	NM	NM	NM	76	76	0.0%
	Hewlett-Packard Company	78	80	77	75	72	74	2.8%
	International Business Machines Company (IBM)	78	78	74	71	74	73	-1.4%
	Apple Computer, Inc.	77	75	76	70	69	72	4.3%
	Compaq Computer Corporation	78	77	74	67	72	71	-1.4%
	All Others	NM	70	73	72	69	69	0.0%
	Packard Bell Electronics, Inc.	NM	NM	71	66	67	66	-1.5%

	Household appliances	85	82	82	80	83	82	-1.2%
	Kenmore	NM	NM	NM	NM	NM	85	0.0%
	Maytag Corporation	85	87	83	85	84	84	0.0%
	Whirlpool Corporation	87	82	85	82	85	84	-1.2%
	General Electric Company	81	84	81	78	80	80	0.0%
	All Others	NM	78	81	79	79	80	1.3%
	Consumer electronics	83	81	81	80	79	83	5.1%
	Automobiles	79	80	79	79	79	78	-1.3%
	BMW of North America, Inc. (Bayerische Motoren Werke AG)	82	81	81	80	86	86	0.0%
	GM-Buick	NM	NM	84	83	84	86	2.4%
	DaimlerChrysler AG-Mercedes Benz	85	86	87	87	86	86	0.0%
	GM-Cadillac	NM	NM	88	84	88	85	-3.4%
	Honda Motor Company, Ltd.	85	86	83	82	81	83	2.5%
	Toyota Motor Manufacturing, USA (Toyota Motor Corporation)	86	84	84	84	85	83	-2.4%
	Ford-Lincoln-Mercury	79	84	80	81	83	82	-1.2%
	Volkswagen of America, Inc. (Volkswagen AG)	74	76	76	79	78	82	5.1%
	GM-GMC	NM	NM	NM	80	78	81	3.8%
	GM-Oldsmobile	NM	NM	82	82	82	81	-1.2%
	GM-Saturn	84	83	81	82	85	80	-5.9%
	Volvo Cars of North America, Inc. (AB Volvo)	82	84	84	84	81	80	-1.2%
	DaimlerChrysler AG-Chrysler/Plymouth	81	82	80	80	80	79	-1.3%
	Nissan Motor Corporation in USA (Nissan Motor Company, Ltd.)	83	82	80	79	77	79	2.6%
	GM-Pontiac	76	79	78	78	76	78	2.6%
	DaimlerChrysler AG-Jeep/Eagle	78	77	76	74	77	77	0.0%
	Ford-Ford	75	79	78	77	77	77	0.0%
	All Others	NM	81	79	73	74	76	2.7%
	GM-Chevrolet-GEO	77	79	79	78	79	76	-3.8%
	Mazda North American Operations (Mazda Motor Corporation)	78	77	75	74	77	76	-1.3%
	DaimlerChrysler AG-Dodge	80	77	77	77	78	75	-3.8%
	Hyundai Motor America (Hyundai Group)	68	68	69	68	72	68	-5.6%
	TRANSPORTATION/COMMUNICATIONS/UTILITIES	75.5	75.1	75.5	71.6	71.2	70.3	-1.3%
	Parcel delivery-express mail	81	81	85	80	78	79	1.3%
	Federal Express Corporation	85	85	86	82	80	83	3.8%
	United Parcel Service of America, Inc. (UPS)	82	83	87	82	77	79	2.6%
	US Postal Service-Package & Express	69	70	74	70	75	75	0.0%
	US Postal Service	61	69	74	69	71	71	0.0%

	Airlines-scheduled	72	69	69	67	65	63	-3.1%
	Southwest Airlines Corporation	78	76	76	76	74	72	-2.7%
	Delta Airlines, Inc.	77	72	67	69	65	68	4.6%
	All Others	NM	70	74	70	62	67	8.1%
	American Corporation (AMR)	70	71	71	62	67	64	-4.5%
	Continental Airlines, Inc.	67	64	66	64	66	64	-3.0%
	United Corporation (UAL)	71	67	70	68	65	62	-4.6%
	USAir Group, Inc.	72	67	66	68	65	61	-6.2%
	Northwest Airlines Corporation	69	71	67	64	63	53	-15.9%
	Telecommunication	NM	NM	NM	75	74	73	-1.4%
	Telecommunication-long distance	82	82	81	NM	NM	NM	-1.2%
	AT & T Corporation	85	83	83	80	81	79	-2.5%
	All Others	NM	NM	80	78	76	75	-1.3%
	GTE Corporation	NM	NM	NM	77	73	74	1.4%
	Sprint Corporation	79	83	80	76	76	74	-2.6%
	MCI WorldCom	75	75	78	72	74	73	-1.4%
	Telecommunication-local	79	78	77	NM	NM	NM	-2.5%
	BellSouth Corporation	83	83	83	78	78	76	-2.6%
	Bell Atlantic Corporation	NM	NM	NM	NM	71	73	2.8%
	All Others	77	76	74	71	72	71	-1.4%
	SBC Communications, Inc. (SWBell, Pacific Telesis)	NM	NM	NM	NM	71	71	0.0%
	US WEST, Inc.	77	76	74	71	68	67	-1.5%
	Ameritech Corporation	81	79	77	73	70	66	-5.7%
	GTE Corporation	76	72	72	68	65	63	-3.1%
	Broadcasting-TV	77	76	70	62	65	62	-4.6%
	Utilities-electric service	75	74	75	73	73	74	1.4%
	Duke Energy	82	80	83	79	78	80	2.6%
	The Southern Company	78	78	76	77	79	78	-1.3%
	American Electric Power Company, Inc.	78	80	82	77	78	77	-1.3%
	Central and South West Corporation	77	82	78	78	NM	76	-2.6%
	CMS Energy Corporation	79	76	77	75	73	76	4.1%
	GPU (General Public Utilities Corporation)	77	79	79	69	75	75	0.0%
	All Others	75	73	75	74	75	74	-1.3%
	DTE Energy (The Detroit Edison Company)	78	78	78	75	74	74	0.0%
	Dominion Resources, Inc.	74	75	72	74	75	74	-1.3%

	FPL Group, Inc.	77	77	74	69	75	74	-1.3%
	Texas Utilities Company, Inc.	73	74	77	70	76	74	-2.6%
	Consolidated Edison Company of New York	77	76	74	71	69	73	5.8%
	Houston Industries, Inc.	NM	NM	NM	68	73	73	0.0%
	Public Service Enterprise Group (Public Service Electric & Gas Co	79	80	77	75	74	73	-1.4%
	Edison International (Southern California Edison)	76	74	77	78	75	73	-2.7%
	PG&E Corporation (Pacific Gas & Electric Company)	73	71	72	71	68	71	4.4%
	PECO Energy (Philadelphia Electric Power Company	NM	72	70	65	66	71	7.6%
	Entergy Corporation	75	76	75	70	70	69	-1.4%
	Niagara Mohawk Power Corporation	69	73	64	65	68	68	0.0%
	Northeast Utilities	70	70	72	67	65	68	4.6%
	Unicom (Commonwealth Edison Company)	71	68	68	62	66	62	-6.1%
	Publishing-Newspaper	72	68	69	69	66	69	4.5%
RETAIL		75.7	73.6	74.6	73.2	70.8	74.7	5.5%
	Department and Discount Stores	77	74	75	74	72	73	1.4%
	Nordstrom, Inc.	84	81	83	82	80	79	-1.3%
	J.C. Penney Company, Inc.	79	76	77	78	75	75	0.0%
	Wal-Mart Stores, Inc. (Sam's Club)	80	80	81	74	76	75	-1.3%
	Dayton Hudson Corporation-Department	NM	NM	76	74	72	74	2.8%
	Dayton Hudson Corporation-Discount	77	75	76	77	73	74	1.4%
	Sears, Roebuck and Company	73	71	75	74	71	74	4.2%
	The May Department Stores Company	74	76	75	75	72	72	0.0%
	All Others	76	72	72	74	71	71	0.0%
	Dillard's, Inc.	75	76	74	74	73	71	-2.7%
	Kmart Corporation	74	70	72	72	68	71	4.4%
	Army & Air Force Exchange Service (AAFES)	NM	NM	NM	69	69	68	-1.4%
	Federated Department Stores, Inc.	71	71	71	73	66	67	1.5%
	Supermarkets	76	74	75	74	73	73	0.0%
	PUBLIX Supermarkets, Inc.	82	81	82	80	79	79	0.0%
	SUPERVALU, Inc.	77	77	77	75	74	77	4.1%
	Wal-Mart Stores, Inc. (Sam's Club)	NM	NM	NM	75	72	75	4.2%
	Winn-Dixie Stores, Inc.	76	74	75	75	74	74	0.0%
	Food Lion, Inc.	78	76	76	73	73	73	0.0%
	The Kroger Company	78	76	76	74	74	73	-1.4%
	All Others	76	74	75	72	73	72	-1.4%
	Safeway, Inc.	72	72	73	73	70	71	1.4%
	Albertson's, Inc.	75	74	77	77	72	70	-2.8%

	Restaurants-fastfood-pizza-carry out	69	70	70	66	68	69	1.5%
	All Others	73	75	74	75	73	74	1.4%
	Wendy's International, Inc.	72	71	73	71	69	73	5.8%
	Little Caesars Enterprises, Inc.	72	70	69	69	73	71	-2.7%
	Pizza Hut (Tricon Global Restaurants, Inc.)	69	69	66	63	71	71	0.0%
	Domino's Pizza, Inc.	67	67	70	68	68	70	2.9%
	Burger King Corporation (Pillsbury, Inc./Grand Metropolitan PLC)	66	66	65	67	68	64	-5.9%
	KFC (Kentucky Fried Chicken) (Tricon Global Restaurants, Inc.)	67	69	68	69	67	64	-4.5%
	Taco Bell (Tricon Global Restaurants, Inc.)	66	65	66	66	67	64	-4.5%
	McDonald's Corporation	63	65	63	60	60	61	1.7%
	Gas-service stations	78	80	77	78	78	79	1.3%
	Amoco Corporation	81	81	80	79	80	83	3.8%
	Mobil Corporation	80	79	78	78	80	82	2.5%
	British Petroleum	NM	NM	NM	NM	79	81	2.5%
	Chevron Corporation	78	81	78	77	81	81	0.0%
	Texaco, Inc.	78	80	82	77	80	81	1.3%
	Exxon Corporation	78	80	79	78	82	80	-2.4%
	Shell Oil Corporation (US) (Royal Dutch Petroleum Company)	80	80	77	81	79	78	-1.3%
	All Others	76	80	76	77	76	77	1.3%
	Atlantic Richfield Company (ARCO)	75	78	72	74	75	74	-1.3%
	FINANCE/INSURANCE	75.4	74.8	74.1	74.5	74.6	74.4	-0.3%
	Banks	74	74	74	72	71	70	-1.4%
	All Others	75	76	77	77	74	73	-1.4%
	Chase Manhattan	68	NM	70	68	69	71	2.9%
	Banc One Corporation	77	75	74	69	70	68	-2.9%
	First Union Corporation	76	75	73	71	74	68	-8.1%
	Well Fargo & Company	71	69	71	65	62	67	8.1%
	PNC Bank Corporation	NM	NM	NM	69	69	66	-4.3%
	KeyCorp	NM	NM	76	70	65	65	0.0%
	BankAmerica Corporation	72	68	67	65	61	62	1.6%
	Life Insurance	81	75	74	75	76	77	1.3%
	All Others	84	76	74	77	77	78	1.3%
	Metropolitan Life Insurance Company	78	74	73	74	75	76	1.3%
	New York Life Insurance Company	NM	NM	NM	75	75	74	-1.3%
	The Prudential Insurance Company of America	72	76	74	68	70	71	1.4%

	Personal Property Insurance	82	76	75	77	77	77	0.0%
	All Others	84	76	75	78	77	78	1.3%
	State Farm Insurance	78	78	79	77	78	78	0.0%
	Allstate Insurance Group	74	75	73	74	71	73	2.8%
	Farmers Group, Inc.	76	73	71	72	71	72	1.4%
	SERVICES	74.4	74.2	71.2	67.7	72.2	70.4	-2.5%
	Hotels	75	73	72	71	71	72	1.4%
	Promus Hotel Corporation (Doubletree, Embassy Suites, Hampton	82	80	83	77	78	79	1.3%
	Marriott International	80	76	77	76	76	77	1.3%
	Hilton Hotels Corporation	75	75	75	75	72	74	2.8%
	Hyatt Corporation	76	75	77	77	75	73	-2.7%
	All Others	NM	73	71	71	70	71	1.4%
	Starwood Hotels and Resorts Worldwide, Inc. (ITT-Sheraton, Wes	NM	NM	NM	NM	67	69	3.0%
	Holiday Inn	69	69	NM	NM	69	68	-1.4%
	Ramada Inns	70	69	70	64	67	67	0.0%
	Hospitals	74	74	71	67	72	70	-2.8%
	Motion Pictures	77	77	74	71	76	71	-6.6%
	PUBLIC ADMINISTRATION/GOVERNMENT	64.3	61.9	59.2	62.4	64.6	68.7	6.3%
	Local Government						68.7	N/A
	Solid waste disposal service/central city (metro)	74	75	76	73	75	76	1.3%
	Solid waste disposal service/suburban (metro)	74	78	76	77	78	76	-2.6%
	Police service/central city (metro)	61	59	59	63	63	64	1.6%
	Police service/suburban (metro)	65	66	63	67	71	68	-4.2%
	Federal Government						68.6	N/A
	IRS	55	54	50	54	53	NM	N/A
	Average for measured customer segments of federal agencies (including IRS)	NM	NM	NM	NM	NM	68.6	N/A

Chapter IV

Conclusion

a. What Federal Agencies Have Learned

Federal agencies have learned from analysis of their individual customer segment models the relative importance of the activities through which they interface with customers in affecting customer satisfaction. They can identify the activities they do well and those they can improve upon. A number of agencies have purposely measured relatively new activities on which they plan to focus more in the future. Communication via websites, the IRS' push towards electronic filing, and educational outreach activities are a few examples. A number of agencies plan to use their results to help set GPRA goals or to justify budget requests.

Many agencies learned that there are more drivers of satisfaction than there was opportunity to measure in this study, or than they realized were affecting satisfaction. A number of agencies found that--although they received high indices for their measured activities--customers scored them lower for perceived quality or ACSI than the scores on these measured activities would suggest. Customers were clearly factoring other activities or attributes in when they responded to the perceived quality or ACSI questions. This illustrates the power of using a model to look at the relationships between the drivers and outcomes of satisfaction: The modeling can show that some drivers are missing. While not all of the drivers of satisfaction may be under an agency's control because of laws or regulations, knowing that some are missing and identifying those the agency can affect is important.

The limit of a single customer segment for this first cross-agency measure of customer satisfaction does not allow within agency customer segment comparisons. A number of agencies plan to use the ACSI as a tool for exploration of other segments of importance to them.

Positive findings of this study are that Federal agency employees who have contact with the public are rated highly for courtesy and professionalism. Customers find information from information-providing Federal agencies accessible, useful, and of high quality. A customer-orientation is gaining a foothold in Federal government. Finally, a majority of customers feel they are more satisfied with the agencies they deal with than they were two years ago.

b. What Can Federal Agencies Do?

Each agency can use its model results to prioritize the activities, and attributes of these activities, that will give the most leverage in improving satisfaction. For a few agencies for which satisfaction is already very high, this prioritization will be to maintain the high level of those current activities which contribute the most to satisfaction.

While complaint levels are low for most agencies, those with 15% or more customers complaining should set up systems to capture complaints, to identify the nature of these, and to feedback findings into improvement efforts.

Customer service is becoming institutionalized in some agencies; it needs to be in all.

Increasingly, Federal agencies are moving toward Internet communication with customers via websites. These offer the opportunity to interact with customers in two-way communication. However, agencies must recognize that users need assistance in learning to use websites. Websites must be designed with customer research input to assure that they are logically organized and user friendly.

Knowing how they are doing (in the eyes of their customers) in executing activities they have identified as driving satisfaction, agencies need to identify a broader set of drivers.

Agencies need to assess satisfaction among major customer segments in addition to the one selected for this research project.

Like all research, this project opens questions that need further exploration. Some agencies have research on hand that they can probe further in light of what they have learned. Others will want to undertake additional research to explain or amplify the findings from the ACSI modeling.

Appendix A

Methodology

Appendix A

Methodology

a. The ACSI Model

The ACSI uses a cause and effect econometric model that moves from left to right with satisfaction (ACSI) at the center. The model consists of multi-variable indices (shown in circles in Figure 1, repeated on the next page) that are reported as indices on 0 to 100 scales. The variables that comprise each index are attributes of the drivers, or outcomes, of satisfaction that are measured as questions to which customers respond on 1 to 10 scales.

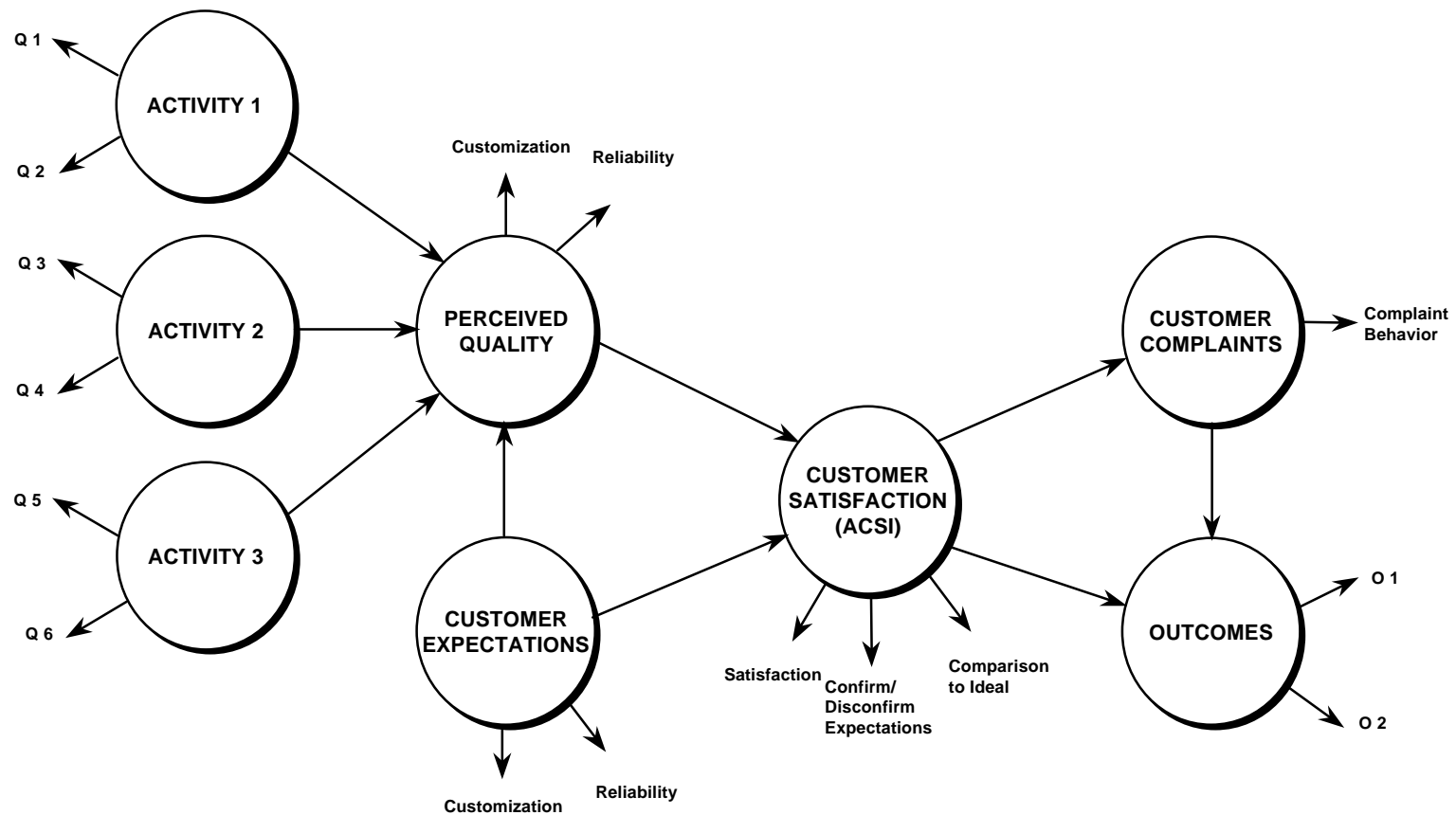
The model is self-weighting and estimates the indices and the strength of relationships between the indices to maximize the explanation of customer satisfaction (ACSI) on the chosen outcome. The strengths of the relationships are estimated as impact scores. These impact scores are the change that an improvement of 5-points in the index at the base of each arrow would have on the index at the tip of the arrow.

Each agency participating in this Federal customer satisfaction project has received a report with a description of its sample, copy of its model, indices, impact scores, customer complaint information, and interpretations of these. Agencies can use these findings to identify strengths, weaknesses, and to prioritize activities on which to focus work in order to improve customer satisfaction. Only satisfaction (ACSI) for customer segments is presented in this report. Individual agency reports provide detail on all indices in the model.

Each agency specified the objective outcome it desired from satisfied users/customers. Most specified trust, e.g. Parent Trust of Head Start, Veterans Trust of the Veterans Administration, Visitor Trust of the National Park Service, Bureau of Land Management, and the Forest Service. A few agencies had other objectives as outcomes.

When customers are dissatisfied, they may or may not complain. Complaints are not reported as an index, but rather as the percentage of customers/users who complained just as they are reported for private sector companies in the ACSI. Complaining customers are asked follow-up questions on the mode of complaint—formal (writing/telephone) or informal (oral). They are also asked to rate how well their complaint(s) was handled.

Figure 1
The ACSI Model for
Government Agencies



Source: National Quality Research Center, University of Michigan Business School

There are two major causes, or drivers, of satisfaction in the model: Customer expectations and perceived quality. Expectations are formed by both prior experiences and the knowledge with which a customer enters any interaction with the agency. Expectations are what the customer anticipates. Perceived quality is an evaluation based on actual experiences with the services and activities of the agency.

After each agency designated its desired outcome, agency personnel were asked to identify two to four major activities through which they interact with customers/users that might affect the customers' experiences with the agency. Several questions were developed to measure each of the attributes of activities. The activities agencies engage in vary, although some agencies designated the same ones, e.g. information activities or customer service activities.

b. Questionnaire and Interviewing

The format of the questionnaire used for interviewing is shown in Appendix B. Although the format is fixed, individual questions about activities and outcomes match those chosen by the agency. The three questions that comprise the American Customer Satisfaction Index (ACSI) (Questions 10, 11, and 12) are identical for all agencies and companies measured in ACSI. These provide the cross-agency, cross-industry comparable measure of customer satisfaction.

Interviewing for the 1999 Federal government-wide satisfaction study began on July 20, 1999, and was completed on August 25, 1999, on an agency-by-agency basis. Of the 30 customer segments, 12 were in sufficient incidence in the household population to be reached through screening random-digit-dial samples of households in the United States, or for a few agencies, households in particular states or zip codes. At each sampled household, the interviewer asked to speak to the adult (18 or over) who had the birthday closest to the date of interview. This assured random selection of a potential respondent by age and sex. Specific screening questions were then asked of that respondent to qualify him/her as a customer of the agency within time periods shown in the customer segment descriptions in Table 1. Screening was combined for some agencies. Once a customer of a specific agency was identified, the interviewer administered the questionnaire for that agency. Appendix B also shows the screening questions used to identify and qualify customers in random-digit-dial samples.

Eighteen of the customer segments were identified through use of lists provided by the agencies. These included beneficiaries of, applicants for, or customers of specific programs as shown in the customer segment descriptions in Table 1. Most agencies supplied a list of at least 3,000 names from which a sub-sample was selected for interview.

Whether reached in random-digit-dial or agency list samples, four calls were made at different times of day, on different days of the week including weekends, to reach each designated respondent. If no interview was completed after four calls, another phone number or name was substituted and the screening and four call procedure begun again.

Sampling and interviewing were done by Market Strategies, Inc. under the direction of the National Quality Research Center, University of Michigan Business School.

Names of interviewed respondents are confidential and never attached to their responses either by Market Strategies, Inc., or by the University of Michigan Business School. Once quality control of interviews is completed, the sample lists, databases, and telephone numbers are destroyed.

c. Weighting of Companies and Agencies in the ACSI

Each private sector company in the ACSI is weighted within its industry by its most recent year's revenue for the products and/or services measured in the U.S. household consumer market. Customer satisfaction (ACSI) is measured for an aggregate of other non-measured companies in each industry and revenues obtained for the total of non-measured companies for weighting each industry by the measured companies plus all other companies. Government agencies are weighted by their budget allocated to the measured customer segment, but there is no weighting for non-measured government activities. Each Federal agency was given the worksheet shown in Table 2 so that weighting would be comparable for all agencies.

<p style="text-align: center;">Table 2</p> <p style="text-align: center;">WORKSHEET TO DEVELOP TOTAL OPERATING COSTS ASSOCIATED WITH SERVING CUSTOMER SEGMENT COVERED BY ACSI</p>			
Object Class (for each Object Class sources were designated from OMB Circular A-11(1999), pp. 233-248)	Total Agency Direct & Reimbursable Obligations (FY 1999 dollars in thousands)	Estimate of Customer/Services Relationship (%)	Obligations Allocated to Segment Customers Surveyed (FY 1999 dollars in thousands)
Personnel Compensation			
Personnel Benefits			
Contract Service/Supplies			
TOTAL			

To compute the national index, each sector is weighted by its contribution to GDP. The most recently available percentage is shown above each sector in Figure 17 in Chapter III.

d. Sample Sizes, Standard Errors, Confidence Intervals, Response Rates, and Interview Length

Because the ACSI model indices are based on multiple questions, 250 interviews provide stable indices. For nearly all agencies, 260 interviews were completed with persons who qualified as customers/users of the agency within the defined time periods. Of these a total of 7,723 are used in the analyses. The confidence intervals for each agency range from +/- 1.7 to +/- 3.7 at the 95% confidence level, and have an average of +/-2.4 on the 0-100 scale.

ACSI scores, standard errors of those scores, sample size, and confidence intervals are shown in Table 3 for individual agencies and the agency groups.

The average agency interview length was 9.5 minutes.

Table 3

ACSI, Standard Errors, Sample Sizes, Confidence Intervals for Federal Agency Customer Segments 1999					
	ACSI	StdErr	Sample Size		95% C.I.
Agencies/Departments	68.6	0.25	7723	+/-	0.5
Recreational Land Users	72.1	0.68	770	+/-	1.3
Bureau of Land	64	1.27	249	+/-	2.5
Forest Service	70	1.18	263	+/-	2.3
National Parks Service	73	1.03	258	+/-	2.0
International Travelers	67.9	0.74	691	+/-	1.5
Bureau of Consular	73	1.27	245	+/-	2.5
Customs Service	66	1.42	200	+/-	2.8
Immigration & Naturalization	69	1.17	246	+/-	2.3
Public Information	74.9	0.47	1258	+/-	0.9
Bureau of Census	70	0.86	249	+/-	1.7
Education Publications Department of Education-	80	1.10	247	+/-	2.2
Environmental Protection Agency	69	1.02	247	+/-	2.0
General Services Administration	77	1.08	255	+/-	2.1
National Aeronautics and Space	80	0.91	260	+/-	1.8
Tax Filers	56.5	1.14	493.0	+/-	2.2
IRS (ACSI)	51	1.55	251	+/-	3.0
Internal Revenue Service -	74	1.31	242	+/-	2.6
Regulatory Users	54.6	0.89	487.0	+/-	1.7
Federal Aviation	58	1.33	243	+/-	2.6
Occupational Safety and Health	51	1.16	244	+/-	2.3
Household Consumers	63.2	0.94	491.0	+/-	1.8
Food & Drug Administration	66	1.21	248	+/-	2.4
Food Safety & Inspection Service	62	1.44	243	+/-	2.8

Table 3 (cont.)

Services Through Local & State	80.3	0.66	745.0	+/-	1.3
Administration for Children and Families	87	1.00	258	+/-	2.0
Food and Nutrition Service	83	1.11	240	+/-	2.2
Housing and Urban Development	69	0.95	247	+/-	1.9
Applicants and Users	71.1	0.65	1239.0	+/-	1.3
Federal Emergency Management Agency	73	1.39	252	+/-	2.7
US Mint	86	0.88	256	+/-	1.7
National Science Foundation	57	1.14	248	+/-	2.2
Patent & Trade Office	57	1.54	243	+/-	3.0
Student Financial Assistance	63	1.40	240	+/-	2.7
Earned Benefits	77.2	0.70	1240	+/-	1.4
Health Care Financing Administration	71	1.55	249	+/-	3.0
Office of Personnel Management	75	1.44	247	+/-	2.8
Social Security Administration	82	1.15	248	+/-	2.3
Veterans Benefits Administration	61	1.89	247	+/-	3.7
Veterans Health Administration	79	1.42	249	+/-	2.8

Interview results are reported in Table 4 as the disposition of every telephone number dialed and the response rate of those *identified as customers of the customer segment for each agency*. ACSI interviewing differs from that of most surveys in that many potential respondents are not eligible for interview and households that cannot be screened for customers are dropped from samples. The surveys that provide the data that are input to ACSI modeling have these specific characteristics.

- Only identified customers within pre-specified time periods are interviewed. Thus many potential respondents are not eligible for interview and households and individuals that cannot be screened for customers are dropped from samples.
- ACSI is budgeted in time and money for an initial call and three callbacks at different times of day and different days of the week, including at least one weekend call, with household (telephone number) substitution if no interview is completed with a qualified customer within those four attempts.
- Samples are either replicate national probability samples with interviewing distributed proportionally across time zones in which customers reside, OR
- Samples are drawn randomly from customer lists.

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Table 4

	Federal ACSI Random Digit Dial Samples Response Report									
	BLM, Forest, NPS		Consular		IRS-All Filers*		IRS- Electronic		FEMA	
	Customs, FDA, FSIS									
	INS									
UNIVERSE OF SAMPLED PHONE NUMBERS	16981		15122		60625		21758		20524	5498
NON-ELIGIBLE HOUSEHOLDS / QUALIFIED WITH										
Disconnected/out of service	1522		1879		3502		1703		3730	705
Business/non-business	397		588		1566		635		754	36
Secondary Line	14		27		---		82		25	3
Computer/Fax	514		631		1019		849		727	42
Answering Machine/calls blocked/4calls	461		485		1826		1177		611	244
Number changed/area code	62		133		1038		78		89	296
Cellular/car phone	4		7		181		4		19	0
No answer/4calls	4290		3219		21697		9351		6164	1374
Busy/4 calls	450		453		NR		708		753	175
TOTAL NON-ELIGIBLE HOUSEHOLDS	-7714		-7422		-31099		-14527		-12872	-2875
NON-ELIGIBLE										
Non-customer	1841		701		1477		807		1458	520
Filter out (age/gender/other)	---		---		742		---		---	---
Non-English speaking/hard of hearing	240		411		720		253		188	141
Callback scheduled, completed interviews before call back	2205		2178		4479		3114		3087	927
TOTAL NON-ELEGIBLE RESPONDENTS	-4286		-3290		-7418		-4174		-4733	-1588
NON-CONTACTIBLE TO QUALIFY CUSTOMER										
HH Refusal before screening	4164		3505		9845		2727		2638	730
TOTAL NON-CONTACTIBLE	-4164		-3505		-9845		-2727		-2638	-730
TOTAL ELIGIBLE PHONE	817		905		12263		330		281	305
Customer refusal	27		83		212		14		5	17
Partial Interview	10		20		170					
Complete Interview	780		802		6736		260		260	260
INTERVIEWS/ELIGIBLE PHONE NUMBERS	95.5%		88.6%		54.9%		78.8%		92.5%	85.2%
*IRS data collected as part of 38 company/agency ACSI measurement in 2nd Qtr 99										

Table 4 (cont.)

Federal ACSI List Samples Response Report										
	ACF	CENSUS	DAR/DOD	Ed-Pubs	EPA	FAA				
UNIVERSE OF SAMPLED PHONE NUMBERS	1073	1747	2813	2240	2888	3170				
NON-ELIGIBLE HOUSEHOLDS / NOT QUALIFIED WITH CUSTOMERS										
Disconnected/out of service	72	96	205	150	107	132				
Business/non-business	16	3	14	211	46	23				
Computer/Fax	3	5	10	29	27	---				
Answering Machine/calls blocked/4calls	34	61	168	109	2	36				
Number changed/area code	43	13	16	64	150	284				
Cellular/car phone	0	0	0	3	1	87				
No answer/4calls	171	170	209	390	76	0				
Busy/4 calls	36	28	19	53	30	1068				
TOTAL NON-ELIGIBLE HOUSEHOLDS	-375	-376	-641	-1009	-439	-1741				
NON-ELIGIBLE RESPONDENTS										
Non-customer	79	259	62	181	1129	17				
Non-English speaking/hard of hearing	34	5	16	18	1	3				
Callback scheduled, completed interviews before call back	266	756	1569	680	283	906				
TOTAL NON-ELEGIBLE RESPONDENTS	-379	-1020	-1647	-879	-1413	-926				
NON-CONTACTIBLE TO QUALIFY CUSTOMER										
Refusal before screening	47	84	157	75	718	229				
TOTAL NON-CONTACTIBLE	-47	-84	-157	-75	-718	-229				
TOTAL ELIGIBLE PHONE NUMBERS	272	267	368	277	318	274				
Customer refusal	6	5	98		49	8				
Partial Interview	5	2	10		9	6				
Complete Interview	261	260	260	260	260	260				
INTERVIEWS/ELIGIBLE PHONE NUMBERS	96.0%	97.4%	70.1%	93.9%	81.8%	94.9%				

Table 4 (cont.)

					Federal ACSI List Samples Response Report								
	GSA	HCFA	HUD	MINT	NASA	NSF	OPM						
UNIVERSE OF SAMPLED PHONE NUMBERS	1532	1842	811	2198	763	1434	1534						
NON-ELIGIBLE HOUSEHOLDS / NOT QUALIFIED WITH CUSTOMERS													
Disconnected/out of service	67	57	6	71	31	126	46						
Business/non-business	11	2	32	57	0	9	3						
Computer/Fax	14	10	6	16	3	7	10						
Answering Machine/calls blocked/4calls	85	87	65	69	25	43	65						
Number changed/area code	86	46	8	165	11	25	34						
Cellular/car phone	0	0	0	25		1	0						
No answer/4calls	193	528	133	912	218	407	271						
Busy/4 calls	44	63	13	0	14	32	47						
TOTAL NON-ELIGIBLE HOUSEHOLDS	-500	-793	-263	-1315	-302	-650	-476						
NON-ELIGIBLE RESPONDENTS													
Non-customer	57	11	51	106	12	67	12						
Non-English speaking/hard of hearing	13	31	3	21	1	1	9						
Callback scheduled, completed interviews before call back	382	331	216	128	170	364	445						
TOTAL NON-ELEGIBLE RESPONDENTS	-452	-373	-270	-255	-183	-432	-466						
NON-CONTACTIBLE TO QUALIFY CUSTOMER													
Refusal before screening	303	358	11	225	16	79	294						
TOTAL NON-CONTACTIBLE	-303	-358	-11	-225	-16	-79	-294						
TOTAL ELIGIBLE PHONE NUMBERS	270		260	403	262	273	298						
Customer refusal	11	44	6	139	1	11	29						
Partial Interview	6	14	1	4	1	2	9						
Complete Interview	260	260	260	260	260	260	260						
INTERVIEWS/ELIGIBLE PHONE NUMBERS	96.3%	81.8%	97.4%	64.5%	99.2%	95.2%	87.2%						

Table 4 (cont.)

	Federal ACSI List Samples Response Report							
	PTO	SFA	SSA	VBA	VHA			
UNIVERSE OF SAMPLED PHONE NUMBERS	1832	1746	2147	1970	1126			
NON-ELIGIBLE HOUSEHOLDS / NOT QUALIFIED WITH CUSTOMERS								
Disconnected/out of service	117	80	91	111	91			
Business/non-business	136	6	21	4	21			
Computer/Fax	42	2	6	10	13			
Answering Machine/calls blocked/4calls	90	475	115	75	48			
Number changed/area code	131	51	49	137	47			
Cellular/car phone	1	1	480	0	1			
No answer/4calls	486	125	69	433	174			
Busy/4 calls	35	77	63	60	52			
TOTAL NON-ELIGIBLE HOUSEHOLDS	-1038	-817	-831	-830	-447			
NON-ELIGIBLE RESPONDENTS								
Non-customer	104	0	9	72	15			
Non-English speaking/hard of hearing	8	10	54	21	7			
Callback scheduled, completed interviews before call back	286	489	585	456	205			
TOTAL NON-ELEGIBLE RESPONDENTS	-398	-499	-648	-549	-227			
NON-CONTACTIBLE TO QUALIFY CUSTOMER								
Refusal before screening	145	158	383	270	168			
TOTAL NON-CONTACTIBLE	-145	-158	-383	-270	-168			
TOTAL ELIGIBLE PHONE NUMBERS		272	285	321	284			
Customer refusal	9	5	20	48	14			
Partial Interview	2	7	5	13	10			
Complete Interview	260	260	260	260	260			
INTERVIEWS/ELIGIBLE PHONE NUMBERS	95.9%	95.6%	91.2%	81.0%	91.6%			

Appendix B

Questionnaire

**ACSI Questionnaire for
HIA Government Agencies 1999**

Hello, I'm (NAME) calling on behalf of the University of Michigan. We are conducting research on how satisfied users are with services provided by Federal government agencies and private companies as part of the American Customer Satisfaction Index. You may have read something about the American Customer Satisfaction Index in *USA Today*, the *Wall Street Journal*, *Fortune* magazine, or your local newspaper.

Today I want to ask you about services you may have received from the (AGENCY/PROGRAM). The purpose of the research is to help this government agency improve its services to you and to people like you. Your answers are voluntary, but your opinions are very important for this research. Your name will be held completely confidential and never connected to your answers. This interview will take 8-10 minutes¹³ and is authorized by Office of Management and Budget Control No. 3090-0271

ADD ANY NEEDED SCREENING QUESTIONS HERE

¹³ Insert 15-17 minutes for RDD samples for which respondents can be interviewed about 2 agencies.

Now, I am going to ask you some questions about the [AGENCY]
[ACTIVITIES/SERVICES/PRODUCTS] with which you have had experience.

Q1 Before you used the [AGENCY/PROGRAM], you probably knew something about the [AGENCY/PROGRAM]. Now think back and remember your expectations of the overall quality of the [AGENCY/PROGRAM]. Please give me a rating on a 10 point scale on which "1" means your expectations were "not very high" and "10" means your expectations were "very high."

How would you rate your expectations of the overall quality of [AGENCY/PROGRAM]?

1 TO 10 _____

11 Don't know
12 Refused

Now, let's think about _____

Q2. [QUESTION RATING AN ASPECT OF ACTIVITY 1] Again, we will use a 10 point scale on which...

1 TO 10 _____

11 Don't know
12 Refused

Q3. [2ND QUESTION RATING AN ASPECT OF ACTIVITY 1]

1 TO 10 _____

11 Don't know
12 Refused

And next, considering _____

Q4. [QUESTION RATING AN ASPECT OF ACTIVITY 2]

1 TO 10 _____

11 Don't know
12 Refused

Q5. [2ND QUESTION RATING AN ASPECT OF ACTIVITY 2]

1 TO 10 _____

11 Don't know

12 Refused

And thinking about _____

Q6. [QUESTION RATING AN ASPECT OF ACTIVITY 3]

1 TO 10 _____

11 Don't know

12 Refused

Q7. [2ND QUESTION RATING AN ASPECT OF ACTIVITY 3]

1 TO 10 _____

11 Don't know

12 Refused

Q8 Not Asked

Q9 Not Asked

Q10 Please consider all your experiences in the past two years with the [AGENCY/SERVICES/PRODUCTS]. Using a 10 point scale, on which "1" means "not very high" and "10" means "very high," how would you rate the *overall quality* of the [AGENCY/SERVICES/PRODUCTS]?

1 TO 10 _____

11 Don't know

12 Refused

Satisfaction includes many things. Let's move on and talk about your overall satisfaction with the [AGENCY].

Q11. First, please consider all your experiences to date with the [AGENCY/SERVICES PRODUCTS] Using a 10 point scale on which "1" means "very dissatisfied" and 10 means "very satisfied," how *satisfied* are you with the [AGENCY/SERVICES/PRODUCTS]?

1 TO 10_____

11 Don't know

12 Refused

Q12. Considering all of your expectations, to what extent has the [AGENCY/SERVICES/PRODUCTS] fallen short of your expectations or exceeded your expectations? Using a 10 point scale on which "1" now means "falls short of your expectations" and "10" means "exceeds your expectations," to what extent has the [AGENCY] fallen short of or exceeded your expectations?

1 TO 10_____

11 Don't know

12 Refused

Q13. Forget the [AGENCY] for a moment. Now, I want you to imagine an ideal [AGENCY PRODUCT OR SERVICE]. (PAUSE) How well do you think the [AGENCY] compares with that ideal [AGENCY PRODUCT OR SERVICE]? Please use a 10 point scale on which "1" means "not very close to the ideal," and "10" means "very close to the ideal."

1 TO 10_____

11 Don't know

12 Refused

Next, I want you to think about any communication you may have had with the [AGENCY] regarding complaints about your experience.

Q14. Have you ever complained about the [AGENCY]?

1 Yes

2 No

3 Don't know

4 Refused

{IF Q14 = 1, ASK Q14A – 14C; OTHERWISE GO TO Q15}

Q14A. How many times have you complained formally to the [AGENCY], either in writing or by telephone?

(997 = 997 or more times)

0 TO 997 _____

998 Don't know

999 Refused

Q14B And how many times have you complained to in talking to personnel of the [AGENCY]

(997 = 997 or more times)

0 TO 997 _____

998 Don't know

999 Refused

Q14C How well, or poorly, was your most recent complaint handled? Using a 10 point scale on which "1" means "handled very poorly" and "10" means "handled very well," how would you rate the handling of your complaint?

1 TO 10 _____

11 Don't know/not relevant/did not use

12 Refused

Q15 [QUESTION RATING OUTCOME 1]

1 TO 10_____

11 Don't know

12 Refused

Q16. [QUESTION RATING OUTCOME 2]

1 TO 10_____

11 Don't know

12 Refused

Q17. Now think about how satisfied you currently are with the [AGENCY/SERVICES/PRODUCTS]. Then think about how satisfied you were with the [AGENCY/SERVICES/PRODUCTS] *two years ago*. Please use a 10 point scale on which “1” means “much less satisfied than two years ago” and “10” means “much more satisfied than two years ago.” How would you rate your present satisfaction compared to two years ago?

1 TO 10_____

11 Don't know/never used

12 Refused

Now, we need to ask a few demographic questions for the ACSI consumer profile...

D1. What is your age, please?

[RECORD NUMBER OF YEARS] _____

- 98 Don't know
- 99 Refused

D2. What is the highest level of formal education you completed? (READ CODES 1-5)

- 1 Less than high school
- 2 High school graduate
- 3 Some college or associate degree
- 4 College graduate
- 5 Post-Graduate
- 6 Don't know
- 7 Refused

D3. Are you of Hispanic, Latino or Spanish origin?

- 1 Yes
- 2 No
- 3 Don't know
- 4 Refused

D4. Do you consider your race(s) as: (READ CODES 1-4, RESPONDENT CAN ANSWER MORE THAN ONE)

- 1 White
- 2 Black/African American
- 3 American Indian/Eskimo/Aleut
- 4 Asian or Pacific Islander
- 5 (DO NOT READ) Other race
- 6 Don't know
- 7 Refused

D5 What was your total annual family income in 1998 (READ CODES 1-7)

- 1 Under \$20,000
- 2 \$20,000 but less than \$30,000
- 3 \$30,000 but less than \$40,000
- 4 40,000 but less than \$60,000
- 5 \$60,000 but less than \$80,000
- 6 \$80,000 but less than \$100,000
- 7 \$100,000 or more
- 8 Don't know
- 9 Refused

D6. [RECORD GENDER BY OBSERVATION]

- 1 Male
- 2 Female

APPEND SAMPLE VARIABLES/QUESTIONS IF THERE ARE ANY

Screening Questions for Random-digit-dial Samples

(Screening Questions for List Samples confirmed that the respondent was eligible. The introduction to each list sample survey identified the agency so that the respondent knew the subject of the interview)

(IN ANY HOUSEHOLD ONLY ONE ADULT IS ELIGIBLE FOR INTERVIEW. IF THE RESPONDENT QUALIFIES, THEN NO ONE ELSE MAY BE INTERVIEWED. IF THE RESPONDENT DOES NOT QUALIFY, AND ANOTHER ADULT DOES, TRY TO OBTAIN INTERVIEW WITH THAT OTHER ADULT)

I want to speak to the adult, 18 or over, in this household who had the most recent birthday prior to today. Is that person available? (IF NOT, GET NAME AND ARRANGE CALLBACK)

Type 1: Recreational Visitors to National Lands

The United States Federal government manages several types of lands, forests, grasslands, parks, and historic sites for use for vacationing, sightseeing, hiking, fishing, boating, hunting, education, and other recreational uses. In the past year have you, or any adult in this household, visited any of the following types of national lands? (ASK QA-QC)

(ASK QA ONLY OF HOUSEHOLDS IN ALASKA, ARIZONA, CALIFORNIA, COLORADO, IDAHO, MONTANA, NEW MEXICO, NEVADA, OREGON, UTAH, WASHINGTON, AND WYOMING. ALL OTHERS GO TO QB)

QA Any lands managed by the Bureau of Land Management. Some examples would be: Red Rock, Nevada; Oregon Trail or Yaquina Head, Oregon; Birds of Prey, Idaho; Anastazi Heritage Center, Colorado; Kings Range, California; or Grand Staircase Escalante, Utah; or other lands of the Bureau of Land Management

- 1 Yes, respondent (ELIGIBLE FOR Q99BLM interview)
- 2 Yes, another adult in household, not respondent being screened (ASK FOR OTHER ADULT, REPEAT INTRODUCTION, ELIGIBLE FOR Q99BLM interview)
- 3 No, no adult in household (GO TO QB)
- 8 Don't know (GO TO QB)
- 9 Refused (GO TO QB)

- (ASK ALL)
- QB A national forest or grassland managed by the Forest Service?
- 1 Yes, respondent (ASK QCa)
- QBa 4 Which site have you most recently visited? (CHECK FOREST SERVICE DATABASE TO DETERMINE IF ELIGIBLE FOR Q99FOREST interview)
- 2 Yes, another adult, in household, not respondent being screened (ASK FOR OTHER ADULT, REPEAT INTRODUCTION, ASK QCb)
- QBb 5 Which site have you most recently visited? (CHECK FOREST DATABASE TO DETERMINE IF ELIGIBLE FOR Q99FOREST interview)
- 3 No, no adult in household (TERMINATE)
- 8 Don't know (TERMINATE)
- 9 Refused (TERMINATE)
- QC Any unit of the National Park System, such as national parks, historic sites, or other sites managed by the National Park Service?
- 1 Yes, respondent (ASK QCa)
- QCa 4 Which site have you most recently visited? (CHECK NPS DATABASE TO DETERMINE IF ELIGIBLE FOR Q99NPS interview)
- 2 Yes, another adult, in household, not respondent being screened (ASK FOR OTHER ADULT, REPEAT INTRODUCTION, ASK QCb)
- QCb 5 Which site have you most recently visited? (CHECK NPS DATABASE TO DETERMINE IF ELIGIBLE FOR Q99NPS interview)
- 3 No, no adult in household (TERMINATE)
- 8 Don't know (TERMINATE)
- 9 Refused (TERMINATE)

Type 2: Passport Holders and International Travelers

QD Have you, or any adult in this household, obtained a U.S. passport or renewed a U.S. passport in the last two years?

- 1 Yes, respondent (ELIGIBLE FOR Q99CONSULAR interview)
- 2 Yes, another adult, in household, not respondent being screened (ASK FOR OTHER ADULT, REPEAT INTRODUCTION, ELIGIBLE FOR Q99CONSULAR interview)
- 3 Not citizen/not eligible (VOLUNTEERED) (GO TO QE)
- 3 No, no adult in household (GO TO QE)
- 8 Don't know (GO TO QE)
- 9 Refused (GO TO QE)

QE Are you a U.S. resident who has returned to the United States in the past year after traveling to another country, including Canada or Mexico? Which one?

- 1 Yes, respondent from Canada (ELIGIBLE FOR Q99INS interview)
- 2 Yes, respondent from Mexico (ELIGIBLE FOR Q99INS interview)
- 3 Yes, respondent from all other foreign countries (ELIGIBLE FOR Q99INS interview)
- 4 Yes, another adult in household, not respondent being screened, from Canada (ELIGIBLE FOR Q99INS interview)
- 5 Yes, another adult in household, not respondent being screened, from Mexico (ELIGIBLE FOR Q99INS interview)
- 6 Yes, another adult in household, not respondent being screened, from any other foreign country (ELIGIBLE FOR Q99INS interview)
- 7 No, no adult in household (TERMINATE)
- 8 Don't know (TERMINATE)
- 9 Refused (TERMINATE)

(IF QE EQUALS 3 OR 6, ASK RESPONDENT TO BE INTERVIEWED QF AND QG)

QF When you entered the United States from another country, did you travel by air?

- 1 Yes (ELIGIBLE FOR Q99CUSTOMS interview AND ASK QG)
- 2 No (TERMINATE)
- 8 Don't know (TERMINATE)
- 9 Refused (TERMINATE)

(IF QF EQUALS 1, ASK QG)

QG Did you go through Agricultural Inspection because you were bringing any plants, animals, or foods into the United States?

- QG
- 1 Yes (ELIGIBLE FOR Q99APHIS interview)
 - 2 No (TERMINATE)
 - 8 Don't know (TERMINATE)
 - 9 Refused (TERMINATE)

Type 3: Principal Food Shopper in Household

QH Are you the principal grocery shopper AND food preparer in this household?

- 1 Yes, respondent (ELIGIBLE FOR Q99FSIS interview and Q99FDA interview)
- 2 No (ASK FOR PRINCIPAL GROCERY SHOPPER AND FOOD PREPARER IN HOUSEHOLD, REPEAT INTRODUCTION, ELIGIBLE FOR Q99FSIS interview and Q99FDA interview)
- 8 Don't know
- 9 Refused

Type 4: Household Received FEMA (Federal Emergency Management Agency) Disaster Relief

(SCREEN HOUSEHOLDS IN TELEPHONE EXCHANGES THAT COVER AREA CODES SUPPLIED BY FEMA)

QI We are calling because you live in a community where there have been natural disasters in the last 2 years. Did this household receive any of the following disaster relief from the Federal Emergency Management Agency, FEMA, disaster relief between January 1, 1997, and December 31, 1998?

- a check to help you pay for temporary housing, such as an apartment or hotel room
- a check to help you make emergency repairs to your home
- a manufactured home or travel trailer to use for temporary housing

1 Yes to any above (ASK QIa)

QIa May I speak with the adult in this household who had the most contact with FEMA about this disaster relief? (ASK QIb)

QIb Have you ever been interviewed about FEMA disaster relief

5 Yes (TERMINATE. BY OMB RULES, THIS PERSON NOT ELIGIBLE FOR ANOTHER INTERVIEW)

6 No (ELIGIBLE FOR Q99FEMA interview)

2 No (TERMINATE)

8 Don't know (TERMINATE)

9 Refused (TERMINATE)

Type 5: Enrollees in Women, Infants, and Children Special Supplemental Nutrition Program (WIC)

(SCREEN HOUSEHOLDS IN ALL AREAS, INCLUDING IN OVERSAMPLES OF LOW INCOME AREAS)

QJ Are you, or someone in your household currently enrolled in WIC (WICK), or have been enrolled in WIC at some time during the past 2 years? WIC is the nutritional program for Women, Infants, and Children managed by the Food & Nutrition Service of the U.S. Department of Agriculture.

- 1 Yes, respondent (ELIGIBLE FOR Q99FNS interview)
- 2 Yes, another person age 17 or over in household (ASK FOR THAT INDIVIDUAL, REPEAT INTRODUCTION) (ELIGIBLE FOR Q99FNS interview)
- 3 No (TERMINATE)
- 8 Don't know (TERMINATE)
- 9 Refused (TERMINATE)

Type 6: Persons Who Filed 1998 Income Tax Electronically (through practitioner, telefiler, or on-line)

QK Were you, or someone else in your household, the individual principally responsible for filing your most recent Federal income tax return? That would be the return filed in 1999 for the tax year 1998?

1 Yes, respondent (ASK Qka)

2 Another adult in household (ASK QKa)

Qka Was that income tax return filed electronically either by the filer or through a practitioner such as an accountant, income tax preparation service, lawyer, etc.?

4 Yes, electronically (RESPONDENT OR OTHER ADULT IS ELIGIBLE FOR Q99IRS interview)

5 No, not electronically

3 No

8 Don't know

9 Refused